JOB SATISFACTION AMONG THE OVER QUALIFIED NON-TEACHING EMPLOYEES OF UNIVERSITY OF CALICUT

Research Project Final Report

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Contents

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I will be happier and my work will be rewarded, if the government and policy makers accept my suggestions and reflect in their future steps in this regard.

Dr.C.Krishnan

EXECUTIVE SUMMARY
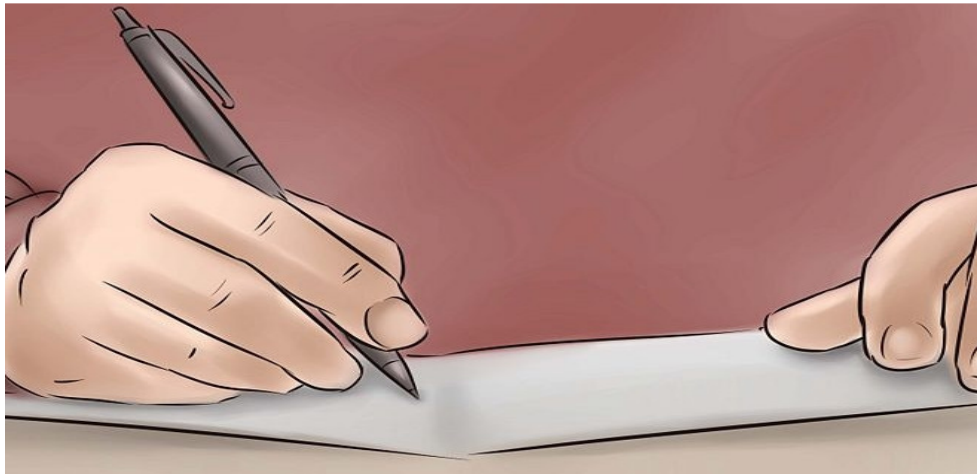
EXECUTIVE SUMMARY

Introduction

JOB SATISFACTION, as it has been repeatedly stated, is the most researched and sought after subject in Organizational Psychology and Management studies during the last three or four decades. Though, it has a doubtful relationship with productivity of labor, it is regarded as a very significant factor in workers morale, absenteeism, accidents, and turnover and to some extent on productivity. The importance of job satisfaction is not only for its possible association with productivity, but also for absenteeism, turnover and accidents. It is generally agreed that the dissatisfaction in job is due to poor mental health which will give rise to anxiety, depression, hyperacidity, headache and frustration. Since the workers spend most of the time on the job, if they do not get job satisfaction, it may result in social problems.

One can hardly underestimate the fact that in a country like India, with less capital and surplus labor, jobs are of paramount importance to both the laborers and organizations as well. For the individuals, jobs help to determine standards of living, places of residence, status and even one's own sense of self worth. Jobs are equally important to organizations because they are the means of accomplishing organizational objectives. Technological advances and competitive pressures may often force an organization to put more emphasis on characteristics of successful performance rather than on standard jobs, duties and tasks. Currently, the work environment is undergoing a major shift; factors such as globalization, growing economies, and improved technology are constantly posing new challenges and creating new opportunities for people. With these changes, people's perceptions regarding their jobs are also changing. In this grow-or-die market place, the success of any organization

relies on its workforce. Satisfied and committed employees are the most significant assets of any organization.

Similar is the case with the Universities in Kerala, the major public sector service organization in the critical area of Higher Education. As far as the administration of Universities is concerned, Job Satisfaction of its administrative staff members is of paramount importance from multiple points of view. One cannot simply ignore the fact that higher education and the educational administration in Kerala is the most sought after services, where the performance and productivity of the employees are of significant importance as the delivery of service often affects the common man. In addition, the ever changing paradigm of organization, improved technology, ever increasing strength of students, changing work environment, application of Information Communication Technology to work situations, wide and deep politicization of the governance etc. have contributed towards the complication of the situation or have made it more worse.

Significance of the study

The Study of Job Satisfaction has assumed much significance in the current globalised corporate world of employee focusing. It is one of the key factors to the success of corporate world as well as public sector including ever growing service sector. Hence, neither the corporate worlds nor the government organizations can safely ignore to focus on it. It can influence a company at the individual level, the group level and even to the point of impacting a corporation as a whole or the government. Further, job satisfaction trends can affect labour market behaviour and influence work productivity, work effort, employee absenteeism and staff turnover. Moreover, job satisfaction is considered as a strong predictor of overall individual well-being as well as a good predictor of intentions or decisions of employees to leave a job. Beyond the research literature and studies, job satisfaction is also important in everyday life. Organizations have significant effects on the people who work for them and some of those effects are reflected in how people feel about their work .The importance of job

satisfaction specially emerges to surface many negative consequences of job dissatisfaction such as lack of loyalty, increased absenteeism, increase in number of accidents and casualties etc.

The performance and productivity of the administrative counterpart of the University is of crucial importance to the society and the public, due to reasons like;

a) They cater to the requirements of ever growing student population in the State. Calicut University alone caters to about 5 lakhs of student population spread over 5 districts.

b) They are subject to deep and vast changes in their aspirations and attitudes due to the influence of globalization, shifting work environment, change in technology etc.

c) Constant pressures on job related matters also influence the job satisfaction potential of these group, as Universities are subject to acute political activity at the employees organization levels, and,

d) The technological changes that has been forthcoming in the area of university administration and student support services such as computerization, digital file transfer mechanism, online registration facility and consequent pressures of updating the awareness and skill on the part of the employees also calls for a fresh look at the factors contributing towards job satisfaction and better services to people.

Quite unlike the corporate counterpart, who is blessed with perks and promotional mechanisms such as target linked benefits of various types including bonuses and pay hikes, even a separate department of HRM for taking care of the employees, the non-teaching employees of universities are left with no way, than to accept the pressures of vast technological changes, requirements of updating, putting

more efforts to serve better and hit the hidden targets imposed on him from time to time. This study focuses on analyzing the job satisfaction levels of administrative staff of the universities in Kerala with special reference to the University of Calicut. The preliminary analysis has made more convinced of the crucial importance of the study embarked on.

The study focus on the job satisfaction of the over qualified employees in Calicut University. Since Education has been considered as the exclusive ladder to the scaling of heights, one can find a wide and deep craze for higher education in Kerala Society. People continue their educational efforts with a view to reach at the higher positions. They want to be fit for all those opportunities that come across them and do not want to miss them due to the lack of qualification. Quite often, after obtaining a Bachelors Degree in any discipline, they go for P.G and then for professional degrees such as B.Ed or L.L.B. Some of them try for Technical Qualifications associated with Computers while some others successfully achieve the research degrees and JRF/SRF. However most of them end up with a clerical or administrative job. There is every chance for job dissatisfaction among the over qualified employees in Kerala. It is in the universities that there is sufficient opportunities for attaining higher qualifications and it is there job satisfaction is of vital importance for the public. Job Satisfaction of the employees is of paramount importance in such institutions, as they directly deal with the public and students. The public and students approach the office of the university in connection with their critical issues in higher education and they should be catered by persons with commitment and positive attitude. This can be achieved only when the employees are a satisfied lot. It is in this context that this study has been carried out.

Objectives

1. To measure the employees job satisfaction level in University of Calicut.
2. To understand the employees perception towards their organization.
3. To study the attitude of the employees towards their work.
4. To identify the factors that motivates the employees.

5. To identify the factors, if any, in their job dissatisfaction.

The Sample, Data and Methodology

The study is based on the University Calicut, established in 1968, the second oldest and the largest university in Kerala, particularly in the Northern Kerala. situated in the Malappuram District, catering to the educational needs of the population of 5 Districts, with a student population of around 4 lakhs, it is one of the prominent education institutions in Kerala. It is a residential and affiliating University with 30 P.G Departments and 373 affiliating colleges, annual intake of 100000 students, a strength of 1565 Non Teaching Staff Members and 200 Teaching Faculty Members in its pay rolls.

The study is based on both primary and secondary data. Primary data with respect to the satisfaction and other related aspects of the employees were collected from the non-teaching employees of one of the Universities in Kerala, viz., Calicut University, selected on the ground that it is the largest and second oldest university in Kerala with a staff strength of 1655 Non teaching staff members and around 20 per cent of the total staff strength i.e. 300 is the sample size of this study.

The sample of 300 non-teaching staff members have been selected on the basis of the weight and role of the positions in the dynamics of the functioning of the university. At the higher levels the contribution of the officers is critical for the effective functioning of the University. Hence it is necessary that they should have job satisfaction. Attempts were made to include as much as female employees as possible, as it has been proposed to look into how far gender is a factor in the case of job satisfaction.

Secondary data with respect to the staff profiles are obtained from both the published and unpublished sources. University annual reports, diary, in-house journals, etc., were used extensively.

In this study, Minnesota Satisfaction Questionnaire is used for analyzing the satisfaction levels of employees. We have used three techniques for assessing Job Satisfaction.

1. In a straight forward way, first of all the sample units were asked to record their preferences in the schedule in which 20 aspects of job satisfaction were given along with the five levels of satisfaction such as 1.)Very Dissatisfied 2.) Dissatisfied 3.) Indifferent 4.) Satisfied 5.) Very satisfied with a Likert Scale ranging from 1 to 5 in the order the levels appear. Alternatively, instead of Likert scale ranks using as weights, the percentage of the respective frequencies are used as weights and indexed for the purpose of identifying the levels of satisfaction they feel on the listed aspects.

2. Second, is the MSQ long Questionnaire

3. Third is the participant observation and group discussion session with the members of the staff.

Results & Discussion

The study has found that the demographic factors such as age, gender, or marital status have nothing to do with the general satisfaction levels of employees. Even the over qualification has failed to reflect on the satisfaction levels of employees and instead it has shown that there is some kind of reverse relationship between these and the over qualified employees have been found to have more satisfaction in the current scenario of Calicut University. Despite the slightest variations reflected, the employees of Calicut University appear to be a satisfied lot, as those who are not satisfied constituted a very small segment. The policy of the university administration, the work environment and lack of the updating facilities in their profession has hampered the levels of satisfaction to a large extent. The digitalization efforts, the easiness of the work has played the roles, but the lack of welfare measures such as Health Care, Stress

reduction efforts, Recreation Facilities, Counseling Facilities and the provision for the updating of the employees etc have hampered their satisfaction.

Among the twenty facets of job satisfaction the employees regard job security and the work itself as the most important facets pushing down the vertical communication and variety in work to the fag ends of the spectrum. The study has revealed that the employees are satisfied in the vertical relations with the supervisors and Salary and Financial Benefits they enjoy. There has been deep dissatisfaction with the university administration regarding the policy pursued by them. The current perturbing scenario of disciplinary actions and backfiring policy of the administration have reflected in the group discussion sessions. The aspects of job specific training, sharing of the organizational vision with the employees, providing opportunities for advancement, smooth vertical communication to the hierarchy etc are the cruelly neglected areas where the organization should focus in order to create a positive environment and employee friendly policy.

The sample is a lot with more than 50 per cent are quite satisfied in all facets considered in the study. While 55 per cent are satisfied and 9.49 percent are very much satisfied leaving 16 percent of them dissatisfied persons. It can be generally concluded that university employees are a more or less satisfied group of employees. A gender wise break up leaves the picture more or less unaltered. It shows that among female employees, there are more of them as satisfied than male employees as the share of satisfied and very satisfied adds to 65.75 in the case of female, while it is 64.87 in the case of males. This is quite insignificant to search for any sound reason for the difference. Perhaps, it may be due to the fact that female employees, being more committed, loyal and less ambitious, hardly bother about the environment where they are working. They learn to adjust with the circumstances where they reach or placed.

When the category wise analysis is attempted, it was clear that among the satisfied group of employees, the assistants exceed the supervisory staff. But in the case

of very satisfied group, the supervisory staff exceeds the assistants slightly. When both these levels of satisfaction are put together, the assistants exceed the supervisory staff.

A very crucial point has been revealed when the analysis has been extended to the divergent groups of qualified and over qualified. Contrast to the hypothesis that the over qualified are more dissatisfied in general, it is that group which has exceeded the qualified among the satisfied group and very satisfied group, and both groups put together, as well. This has made clear that there is no such an aspect of over qualification as far as satisfaction is being considered.

A very large number of persons are indifferent to this kind of aspects and this shows that they are worse than dissatisfied. Indifference comes when one feels helpless or effortless as far as any change in the situation is concerned .Regardless of qualification, gender and position as well, there are a sizable percentage of indifferent people.

However, when the weighted scores of satisfaction were taken into account, it was seen that there is variations in the perspectives of employees regarding what constitutes satisfaction and on what facets they choose. The sample in general identified Co- workers and Social Service as the most prominent facet, but when the gender wise position is analyzed, it can be seen that Technical Supervision and Achievements comes to forefront for the males. The female employees have identified activity and independence as the most satisfied aspects and have thrown variety and authority as the facets on which they are the most dissatisfied.

Conclusions and Suggestions

The study has highlighted the so far neglected area of manpower management by the universities. Quite unlike in the Corporate Sector, public sector service institutions are groping in darkness as far as man power management is concerned. The authorities are under the impression that simply appointing persons will put a start to the

functioning. Universities in Kerala should focus on Man power Management and should institute HR departments to take care of the employees' satisfaction. Unless the employees are satisfied and motivated, it may not be possible for them to tap the most efficient and productive service for the public. Such a situation is identical to employing inefficient people in strategic and key areas of service sector resulting in poor service, squandering public funds. These institutions can hardly go a long way by ignoring the HR sector and will have to go for it very shortly.

There has been a general consensus in the perspective of employees regarding the welfare measures for the employees. Calicut University Campus is a place where more than 2500 staff members join together and around 50 per cent of them stay together in the University Quarters and owned houses close to the campus. Welfare measures such as Accommodation Facilities, Health Club, Education Facilities, Recreation Facilities, Reservation Facility for Children of the Staff in the Professional Colleges and Academic Departments etc can be considered.

Another aspect totally neglected by the administration of the university is the area of training and orientation for the Administrative Staff Members. There is a skill gap slowly emerging in the capacity of employees, as the administration go for modernization and technological changes. Training Programs in Soft Skills, Time Management, Stress Management etc needs to be organized periodically for updating the skills of the employees.

Awards and recognition to the non-teaching employees can also be thought of. It is sure that these measures will improve the job satisfaction among them.

List of Tables

List of Figures

Chapter One
INTRODUCTION

Introduction

As it is being repeatedly established by scholars of global applaud that job satisfaction is a recurring attitude and requires continuous management, the scholarly attempts are still continuing on it and we have a heap of literature available on it from the varied perspectives of Organizational Behavior, Management, Psychology, Economics, Sociology etc. Job satisfaction, as several writers have stated, is the most researched and sought after subject in Organizational Psychology and Management studies during the last three or four decades. Though, it has a doubtful relationship with productivity of labor, it is regarded as a very significant factor in workers morale, absenteeism, accidents, and turnover and to some extent on productivity. Morse (1952) even suggested that 'an organization can be evaluated in terms of human satisfaction'. The importance of job satisfaction is not only for its possible association with productivity, but also for absenteeism, turnover and accidents. It is generally agreed that the dissatisfaction in job is due to poor mental health which will give rise to anxiety, depression, hyperacidity, headache and frustration. Since the workers spend most of the time on the job, if they do not get job satisfaction, it may result in social problems.

Job satisfaction, thus, has a deep relation with the mental health of the people. In fact, it spreads the goodwill of the organization and reduces absenteeism, labour turnover and accidents and increases employee's morale, productivity, etc. Job satisfaction creates innovative ideas among the employees. Individuals may become more loyal towards the organization. Employees will be more satisfied if they get what they expected. Job satisfaction relates to inner feelings of workers. Naturally, it is the satisfied worker who shows the maximum effectiveness and efficiency in his work. Most people generalize that workers are concerned more about pay rather than other factors which also affects their level of satisfaction, such as canteen facilities, bonus, working conditions etc. These conditions are less significant when compared to pay.

One can hardly underestimate the fact that in a country like India, with less capital and surplus labor, jobs are of paramount importance to both the laborers and organizations as well. For the individuals, jobs help to determine standards of living, places of residence, status and even one's own sense of self worth. Jobs are equally important to organizations because they are the means of accomplishing organizational objectives. Technological advances and competitive pressures may often force an organization to put more emphasis on characteristics of successful performance rather than on standard jobs, duties and tasks.   Currently, the work environment is undergoing a major shift; factors such as globalization, growing economies, and improved technology are constantly posing new challenges and creating new opportunities for people. With these changes, people's perceptions regarding their jobs are also changing. In this grow-or-die market place, the success of any organization relies on its workforce. Satisfied and committed employees are the most significant assets of any organization.

Similar is the case with the Universities in Kerala, the major public sector service organization in the critical area of Higher Education. As far as the administration of Universities in Kerala is concerned, Job Satisfaction of the administrative staff members is of paramount importance from multiple points of view. One cannot simply ignore the fact that higher education and the educational administration in Kerala is the most sought after services, where the performance and productivity of the employees are of significant importance as the delivery of service often affects the common man. As mentioned earlier, the ever changing paradigm of organization, improved technology, ever increasing strength of students, changing work environment, application of Information Communication Technology to work situations, wide and deep politicization of the governance etc., have contributed towards the complication of the situation or have made it more worse.

Significance of the Study

The Study of Job Satisfaction has assumed much significance in the current globalised corporate world of employee focusing. It is one of the key factors to the success of corporate world as well as public sector including ever growing service sector. Hence, neither the corporate worlds nor the government organizations can safely ignore to focus on it. It can influence a company at the individual level, the group level and even to the point of impacting a corporation as a whole or the government. Further, job satisfaction trends can affect labour market behaviour and influence work productivity, work effort, employee absenteeism and staff turnover. Moreover, job satisfaction is considered as a strong predictor of overall individual well-being (Diaz-Serrano and Cabral Vieira, 2005), as well as a good predictor of intentions or decisions of employees to leave a job (Gazioglu and Tansel, 2002). Beyond the research literature and studies, job satisfaction is also important in everyday life. Organisations have significant effects on the people who work for them and some of those effects are reflected in how people feel about their work (Spector, 1997). The importance of job satisfaction specially emerges to surface many negative consequences of job dissatisfaction such as lack of loyalty, increased absenteeism, increase in number of accidents and casualties etc.

Spector (1997) lists three important reasons for the study of job satisfaction.

- First, organizations should be guided by human values. Such organizations will be oriented towards treating workers fairly and with respect. In such cases the assessment of job satisfaction may serve as a good indicator of employee effectiveness. High levels of job satisfaction may be sign of a good emotional and mental state of employees.

- Second, the behavior of workers depending on their level of job satisfaction will affect the functioning and activities of the organization's business. From this it can be concluded that job satisfaction will result in

positive behavior and vice versa, dissatisfaction from the work will result in negative behavior of employees.

- Third, job satisfaction may serve as indicators of organizational activities. Through job satisfaction evaluation, different levels of satisfaction in different organizational units can be defined, but in turn can serve as a good indication regarding in which organizational unit changes that would boost performance should be made. This makes job satisfaction an issue of substantial importance for both employers and employees.

Apart from all these, today's work environment is undergoing a major shift; factors such as globalization, growing economies, and improved technology are constantly presenting new challenges and creating new opportunities for people. With these changes, people's perceptions regarding their jobs are also changing. In this grow-or-die marketplace, the success of any organization, whether public or private and production oriented or service oriented, relies on its workforce. Satisfied and committed employees are the most significant assets of any organization in any sector.

As far as the administration of Universities in Kerala is concerned, Job Satisfaction of the non teaching staff members of the University is of paramount importance from multiple points of view. One cannot simply ignore the fact that Higher Education and the educational administration in Kerala is the most sought after services, where the performance and productivity of the employees are of significant importance as the delivery of service often affects the common man. The performance and productivity of this segment of the service sector is of crucial importance to the society and the public, due to reasons like;

e) They cater to the requirements of ever growing student population in the State. Calicut University alone caters to almost five lakhs of student population from five districts.

f) They are subject to deep and vast changes in their aspirations and attitudes due to the influence of globalization, shifting work environment, change in technology etc.

g) Constant pressures on job related matters also influence the job satisfaction potential of these group, as Universities are subject to acute political activity at the employees organization levels, and,

h) The technological changes that has been forthcoming in the area of university administration and student support services such as computerization, digital file transfer mechanism, online registration facility and consequent pressures of updating the awareness and skill on the part of the employees also calls for a fresh look at the factors contributing towards job satisfaction and better services to people.

Quite unlike the corporate counterpart, who is blessed with perks and promotional mechanisms such as target linked benefits of various types including bonuses and pay hikes, even a separate department of HRM for taking care of the employees, the non-teaching employees of universities are left with no way, than to accept the pressures of vast technological changes, requirements of updating, putting more efforts to serve better and hit the hidden targets imposed on him from time to time. This study focuses on analyzing the job satisfaction levels of administrative staff of the universities in Kerala with special reference to the University of Calicut. The preliminary analysis has made more convinced of the crucial importance of the study embarked on.

The study focus on the job satisfaction of the over qualified employees in Calicut University. Since Education has been considered as the exclusive ladder to the scaling of heights, one can find a wide and deep craze for higher education in Kerala Society. People continue their educational efforts with a view to reach at the higher positions. They want to be fit for all those opportunities that come across them and do not want to

miss them due to the lack of qualification. Often, after obtaining a Bachelors Degree in any discipline, they go for P.G and then for professional degrees such as B.Ed or L.L.B. Some of them try for technical qualifications associated with Computers while some others successfully achieve the research degrees and JRF/SRF. However most of them end up with clerical or administrative jobs. There is a every chance for job dissatisfaction among the over qualified employees in Kerala. It is in the universities that there is sufficient opportunities for attaining higher qualifications and it is there job satisfaction is of vital importance for the public. Job Satisfaction of the employees is of paramount importance in such institutions, as they directly deal with the public and students. The public and students approach the office of the university in connection with their critical issues in higher education and they should be catered by persons with commitment and positive attitude. Hence, it is a meaningful exercise to study the job satisfaction of the overqualified university employees and this research project is a humble attempt in that direction.

Setting of the Study

The study is based on the University Calicut, established in 1968, the second oldest and the largest university in Kerala, particularly in the Northern Kerala. Situated in the Malappuram District, catering to the educational needs of the population of five Districts, with a student population of around 4 lakhs, it is one of the prominent education institutions in Kerala. It is a residential and affiliating University with 30 P.G Departments and 373 affiliating colleges, annual intake of 1,00,000 students, a strength of 1,565 Non Teaching Staff Members and 200 Teaching Faculty Members in its pay rolls.

It may be interesting to look into the socio political and technological environment in which the study has been conducted. As it is the case with any of the Universities in Kerala, the ruling political parties have a sway in the day to day

administration of the University. The statutory officers such as Vice Chancellor, Pro-Vice Chancellor, Registrar and Controller of Examinations are appointed by the Government, with the consent and command of the Political parties in power. Caste and Communal equations play a significant role in this decision making also. The repercussion of social and political polarization that has been happening in Kerala during the last decade or two has been appearing in the horizons of the Calicut University as well. Employees, who were organized on political grounds into two major unions of Left and Right, began to regroup in terms of communal politics and politically neutral groups recently since the last two decades.

The study coincided with the introduction of ICT on a large scale in the administration of the Universities and Calicut University is now the first digital University in Kerala. Apart from the complete digitalization of the administration of examinations from the online registration to the issue of original degree certificates, the general administration has become fully digital by the introduction of DDFS (Digital Document Filing System) under which all the processes of administration are being completely digitalized with no paper files used for manual transmission. On the other hand there has been the introduction of Semester System in the examination, which has increased the work load of the employees. While the digitalization has contributed towards the positive work environment, the Semester System has added to the work load of the employees.

After digitalization there have been tremendous changes in the work culture of the employees. The hassles of searching the dusty manual files on the web ridden and shabby iron racks is the old story now and the officers can search all the relevant documents at their finger tip from the DDFS, using the computers provided at their workstations, working round the clock. This has made the work more easy and enjoying. People have begun to love their work. In spite of their hesitation and grumbling to accept the bio-metric punching system for attendance and the recently introduced movement restrictions, one can see a large number of officials working off

the time by reporting during the early hours and sitting late in the evening. This clearly indicates that they have absolutely accepted the switching over to the digital regime.

The policy measures for the efficient management of workforce and manpower ends with the digitalization. Apart from that, the university has been turning a blind towards the modern management techniques like HRM, Welfare Measures such as Accommodation Facilities for Single and Family, Updating of employees abilities by providing training in the areas such as skill generation, Statutes and Regulations, etc. It requires continuous updating to make the fresh employees updated in the case of rules and regulations, boost their morale and inspire them to work hard. Such endeavors were seldom attempted or looked into by the University. It is at this juncture that this study was conducted among the staff members.

Objectives of the Study

The general objective of the study is to analyze the job satisfaction among the over qualified non-teaching employees of the University of Calicut. The specific objectives are:

1. To measure the employees job satisfaction level in University of Calicut
2. To understand the employees perception towards their organization.
3. To study the attitude of the employees towards their work.
4. To identify the factors that motivates the employees, and,
5. To identify the factors, if any, in their job dissatisfaction.

Hypotheses

We put forward the following hypotheses.

(i)   There is no significant difference between the male and female employees in job satisfaction.

(ii)   There is no significant difference between the over qualified and just qualified employees in the non-academic sector.

Scheme of the Report

The report is presented in Six Chapters. The First Chapter has introduced the problem, explained the objectives and significance of the study and elaborated on the setting of the study. The Second Chapter has been devoted for the survey of the literature in the area of job satisfaction. Methodology in details has been covered in the Third Chapter. The Fourth Chapter has presented the data and the analysis. The results have been discussed in the Fifth Chapter and summary of findings and conclusions for policy relevance are provided in the Sixth Chapter.

Limitations of the Study

As in the case of any social science research, this study has also its own limitations. First of all, this study has been confined to only one of the Universities of Kerala. Secondly, the study has covered only 300 employees as sample population. The employees working in Departments/Centres other than the University Campus has been excluded from the survey.   However, efforts have made to ensure objectivity and reliability of the results of the study at the maximum.

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Chapter Two

Review of Recent Studies

Review of Recent Studies

Perhaps one may come across, for the first time, when one goes through the recent studies on Job Satisfaction, repeated statements on the quantity of work already undertaken in the form of number of books and research papers. This shows the recent academic and intellectual focus on Job Satisfaction and the emphasize on studies related to the varied aspects of Job Satisfaction. This session serves the purpose of analyzing the recent studies in the area of Job Satisfaction.

It is clear that there has been considerable attention in the area of job satisfaction from various scholars and institutions. The factors affecting job satisfaction, measurement of job satisfaction, impact of job satisfaction, correlates of job satisfaction etc., were some of the broad areas of interest to the researchers. Hence it may be of much use if the review of the recent works is classified on the basis of the focus of the works. Since we have left the works related to the Conceptualization, Defining and Measuring of on Job Satisfaction for a detailed discussion in the forth coming Chapter, this session can bypass them and focus on the rest of the aspects. However, a casual reference of the works in these areas will prelude as it will provide a bird's eye view of the problem under discussion.

History of Scientific interest on job satisfaction dates back to the early 1900's with the contextual perspective on job satisfaction, which states that satisfaction is determined by certain characteristics of the job and characteristics of the job environment itself, the view that has been predominant in the Hawthorne Studies [1] (Cranny, Smith and Stone 1992). Perhaps the pioneering attempt for theorizing and defining as well as conceptualization was that of Locke (1976) when he defined Job Satisfaction as the 'pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304). Building on this conceptualization, Huline and Judge (2003) noted that Job Satisfaction included multidimensional psychological

responses to one's job and that such responses are cognitive, evaluative, effective or emotional and behavioral components. Thimothy. A. Judge et. al (2009) have observed that this tripartite conceptualization of Job Satisfaction fits well typical conceptualization of social attitudes. To a certain extent, Eagely and Chaiken (1993) has also agreed with this.

One of the serious attempts conducted across Europe, Asia, Africa, and the U.S reported similarities among workers. (Yankelovich Partners, 1998). In this study, around 10,339 workers were surveyed across 10 European countries, Russia, Japan, and the United States. Researchers consistently identified the same top five key attributes in a job: (i) Ability to balance work and personal life, (ii) Work that is truly enjoyable, (iii) Security for the future, (iv) Good pay or salary and (v) Enjoyable co-workers. Across the four major geographic regions studied, workers specifically emphasized the importance of potential advancement and the opportunity to build skills as a way to maintain employability and job security.

A study by Cardona (1996) among the members of the Association for Investment Management and Research found that 81% of the managers were satisfied or very satisfied with their job and they have identified the factors such as professional achievement, personal or professional growth, the work itself and the degree of responsibility as more significant than compensation. Factors they viewed as creating negative feelings about their jobs were company policies, administration, relationships with supervisors, compensation and the negative impact of work on their personal lives. Maurice (1998) points out that, it has been proposed to reduce the number of work days employees miss by increasing job satisfaction, redesigning disability plans and involving supervisors in management, to increase productivity and better feelings of job.

The need for maintaining quality employees through the introduction of better practices for increasing job satisfaction has been emphasized by Walker and Metzler

(Walker, 1998, Metzler, 1998). Osipow (1968) has identified that job satisfaction varies with the age of the employees and at higher ages they enjoy better satisfaction.

One of the most popular and researched measures of job satisfaction is the Job Descriptive Index (JDI). Originally developed by Smith, Kendall and Hullin in 1969, the most popular and researched measures of job satisfaction is the Job Descriptive Index (JDI), according to Gregson (1991). This measure basis itself on five facets of job satisfaction such as the Work itself, Supervision, Co workers, Pay and Promotion. (Hackman and Oldham, 1975: Brockner, 1988: Cranny, Smith and Stone, 1992). The first facet is the work itself, satisfaction with work itself is measured in terms of the core job characteristics such as autonomy, skill variety, feedback, task identity, and task significance. Supervision, the second facet, is measured in such ways as how supervisors provide feedback, assess employee's performance ratings, and delegate work assignments. Co-workers, the third facet, is measured in terms of social support, networking, and possible benefits attached to those relationships. Pay, the fourth facet, is an important source of satisfaction because it provides a potential source of self-esteem as well as the generic opportunity for anything money can buy. Obviously satisfaction with pay is measured primarily by current income but also by opportunities for salary increases. Promotion is the final facet and the one that the JDI explicitly assesses how perceptions about the future can affect job satisfaction. As Cranny et al (1992) state, currently the facets of the JDI are generally assessed using a Likert scale measured from one (strongly disagree) to five (strongly agree).

Another popular and highly researched measure of job satisfaction is the Minnesota Satisfaction Questionnaire (MSQ). The MSQ can be scored for twenty facets; scores from one question for each facet provide a single overall composite score. The MSQ is commonly used in conjunction with the Minnesota Importance Questionnaire (MIQ). "These instruments were designed for use with adult career counseling clients with work experience. They are particularly useful for clients that might be called "career changers," that is, adults with considerable work experience in one or more

chosen occupations who are dissatisfied with their work and remain undecided about their career future" (Thompson and Blain, 1992). The MIQ assesses the relative importance of each vocational need to the respondent. The MSQ, a measure of job satisfaction, assesses the degree of respondent satisfaction with each need in their current work environment. Scoring for the MSQ is relatively simple: percentile scores of 25 or lower indicate low satisfaction, percentile scores of 26 to 74 indicate moderate satisfaction, and scores of 75 or higher indicate high satisfaction. The MIQ uses scale scores ranging from –1.0 to 3.0. Low importance is indicated by scores below 0.0, moderate importance is indicated by scores between 0.0 and 1.4, and high importance is indicated by scores of 1.5 or higher. (Thompson and Blain, 1992).

Karl and Sutton (1998) observe that from the perspective of employees and the employers, job satisfaction is not even a desirable, but an essential outcome itself. From the perspective of managerial and organizational effectiveness, understanding about job satisfaction is essential due to its impact on absenteeism, turnover and pro-social "citizenship" behaviors such as helping co-workers, helping customers, and being more cooperative. Thus, to redesign jobs, reward systems, and human resource management policies that will result in optimum job satisfaction and productivity, managers need to know what employees value and what they dislike.

Wiggins and Bowman (2000) observed that personal satisfaction from one's employment; peer recognition, advancements, and positive feelings about personal success are excellent subjective measures of career success. In their study of Amercian College of Healthcare Executives, which explored the relationship among career experience, life satisfaction and organizational factors, it has been found that nine domains are important in the order such as cost/finance, leadership, professional staff interactions, healthcare delivery concepts, accessibility, ethics, quality/risk management, technology, and marketing.

Till recently, most research on job satisfaction was confined to industrial sector and findings are adapted to higher education. Mendal (1987) and Tack and Patitu

(1992) are of the observation that studies should be conducted in the education sector to identify the factors determining job satisfaction of teachers and to enhance teacher productivity. According to them, university officials and current faculty in higher education must recognize the factors that lead to job dissatisfaction among faculty and eliminate them; as well as, recognize the factors that increase job satisfaction and enhance them. Studies suggest that internal stresses on faculty include achievement and recognition for achievement, autonomy, growth and development, the quality of students, the reputation of the institution and one's colleagues, responsibility, the interaction between students and teachers and its effect on students' learning, and the work itself. Factors that prevent job dissatisfaction describe relationships to the context or environment in which individuals work, representing such variables as interpersonal relationships, salary, tenure, policies and administration, rank, supervision, working conditions, the fit between the faculty role and the person involved, and collective bargaining.

Job satisfaction is an attitude, which Porter, Steers, Mowday and Boulian (1974) state is a more "rapidly formed" and a "transitory" work attitude "largely associated with specific and tangible aspects of the work environment". As specified earlier, there are different perspectives on job satisfaction and two major classifications of job satisfaction (Naumann, 1993) are content (Herzberg, 1968; Maslow, 1987; Alderfer, 1972) and process theories (Adams, 1965; Vroom, 1964; Locke, 1976; Hackman and Oldham, 1975).

Hoppock (1935) defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say' I am satisfied with my job'. According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction. Vroom (1964) in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus, he defines job satisfaction as

affective orientations on the part of individuals toward work roles which they are presently occupying.

Job satisfaction is closely linked to individual's behavior in the work place (Davis et al.,1985). Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determines expectations that he has dismissed. Job satisfaction represents the extent to which expectations match the real awards.

Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski,2007). Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work.

Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004). Christen, Iyer and Soberman (2006) provide a model of job satisfaction presented in Figure 1.1 in which the following elements are included: (1) Job related factors, (2) Role perceptions, (3) Job performance and (4) Firm performance.
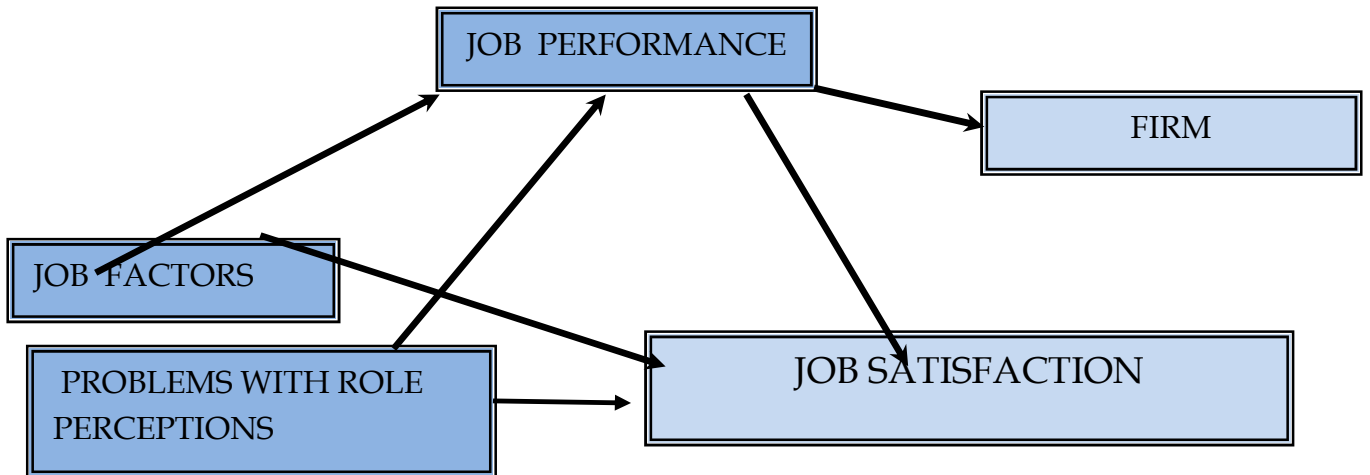
Figure 2 .1- Christen, LyerAnd Soberman Model Of Job Satisfaction (Christen et al, 2006)

In their model of Job Satisfaction, Lawler and Porter (1967) places a special importance on the impact of rewards on job satisfaction, as it is seen in Figure 1. 2. According to this model the intrinsic and extrinsic rewards are not directly connected with job satisfaction, because of the employee's perceptions regarding the deserved level of pay.
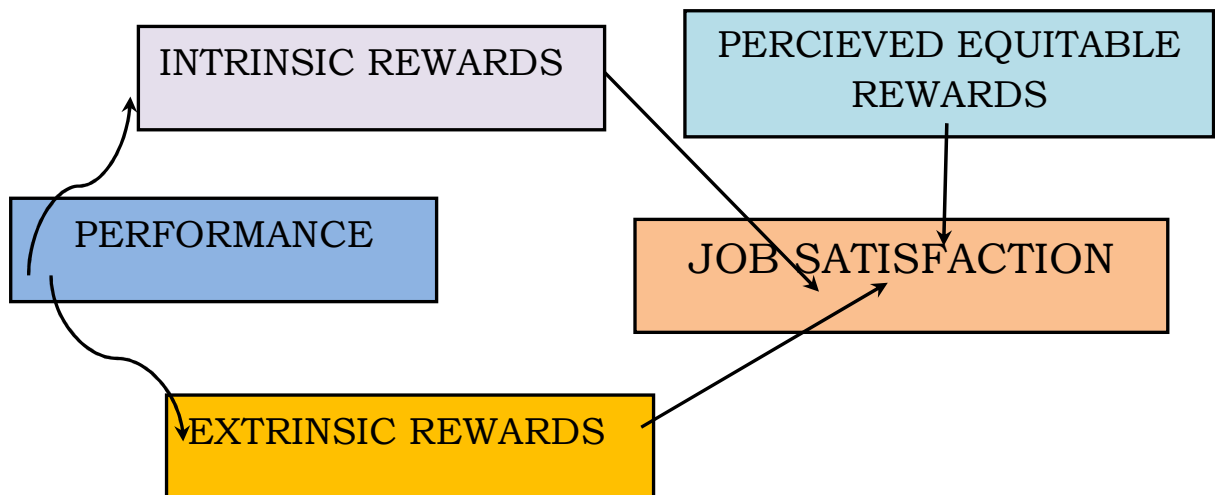
Fig 2.2 Model of Job Satisfaction, Lawler and Porter (1967)

As far as the literature on theorization of Job Satisfaction, it is believed that Herzberg's Two Factor Theory is probably the most often cited point of view. In fact,

the main idea is that employees in their work environment are under the influence of factors that cause job satisfaction and factors that cause job dissatisfaction

Ting (1997) states that empirical evidence consistently indicates that job characteristics such as pay satisfaction, opportunities for promotion, task clarity and relationships with co-workers and supervisors have significant effects on job satisfaction of government employees. In support, a study conducted by Ellickson and Logsdon (2002) reflected that job satisfaction of public sector employees was significantly influenced by perceptions of employee satisfaction in terms of pay, promotional opportunities, relationships with supervisors, employees' performance management systems and fringe benefits.

Job satisfaction is measured in different ways by different researchers and surveys. There is neither consensus about the best measurement nor a standard measurement of job satisfaction (Cabrita et al, 2006). Some researchers ask respondents (among other things) to rate their satisfaction levels with specific facets of their jobs: promotion prospects, total pay, relations with supervisors, job security, ability to work on their own initiative, the actual work itself and work hours (Clark, (1997). Other researchers ask individuals to indicate their agreement or disagreement with some statements using Likert-type or other similar scales. For example, Z. Wan and L.E. Leightley (2006) measured job satisfaction by responses to the question "on the whole, how satisfied are you with the work you do—would you say you are very satisfied, moderately satisfied, a little dissatisfied, or very dissatisfied?" Or in other cases answers are sought to several subjective self-reported satisfaction questions (Mora, 2009). Many factors are found to affect job satisfaction, ranging from demographic factors such as age and gender to workplace factors such as organizational involvement and self-esteem. Workers usually look for a workplace that provides acceptable rewards and a proactive work environment. The issue of job satisfaction can be traced back to the classic Hawthorne studies (Mayo, 1933) which showed that positive changes in work conditions temporarily increase productivity. Today, it is understood as empirically

well established that people work for many other purposes and reasons beyond just getting paid. It recently has been shown that job satisfaction and general happiness are positively related (Smith, 2007).

The survey conducted by the London School of Economics and the Policy Studies Institute at the University of Westminster (2000) found women and older workers are increasingly discontented with their jobs; and that since the 1990s levels of job satisfaction have declined, especially among the low paid and women with children (Labor Market Trend, 2002). Some researchers have argued this generation of 21st century workers' failed expectations are due to the fact they have had to face rapid changes in technology, job security, and institutional policies, along with increasing productivity demands to meet global markets and international competition, economic liberalization resulting in unemployment, and general acceptance of worsening wages and conditions (Lee, and Wilbur, 1985; Chiu, 1998; Rose, 2005).

Waskiewicz , Stanley Peter (1999) in a study   identified variables that explain the job satisfaction of assistant principals of secondary schools in Virginia.   The participants were 291 respondents to a survey distributed to a systemic sample of 400 assistant principals who were members of the National Association of Secondary School Principals in 1996. Participants completed the short form of the Minnesota Satisfaction Questionnaire and a questionnaire developed by the researcher. Examination of the data revealed that the hypothesized models did not fit the data. Of the variables theorized to explain job satisfaction, age, compensation, and opportunity for advancement were found to have no significant effect on intrinsic, extrinsic, or general job satisfaction. However, supervisor relations were found to have a significant effect on all three measures, as did ability utilization.

Nimalathasan (2010) aimed at exploring the difference between academic professionals of public and private universities in Bangladesh with respect to overall job satisfaction. It is found that the academic professionals of public universities are more satisfied with their jobs than those of the private universities.

Resheske, M.G (2001) investigated job satisfaction among full time faculty of the College of Human Development at a Wisconsin University. The research method used an anonymous survey that was voluntarily completed and returned to the researcher. The population of the study was the full time faculty of the College of Human Development at UW-Stout. Thirty-six full time faculty members participated in the study. The UW Employee Satisfaction Survey was used to measure the level of job satisfaction. The results indicate that overall the faculty of the College of Human Development at UW-Stout is satisfied with their current employment. The study determined that group cohesion does play a role in overall job satisfaction.

Using individual data from the European Survey on Working Conditions (ESWC) covering all EU member states, the study of Bauer (2004) aimed at contributing to our understanding of the effects of High Performance Workplace Organizations (HPWOs) on worker's job satisfaction. The estimation results show that a higher involvement of workers in HPWOs is associated with higher job satisfaction. This positive effect is dominated by the involvement of workers in flexible work systems, indicating that workers particularly value the opportunities associated with these systems, such as an increased autonomy over how to perform their tasks, and increased communication with co-workers. Being involved in team work and job rotations as well as supporting human resource practices appear to contribute relatively little to the increased job satisfaction from being involved in HPWOs.

Santhapparaj, A. Solucis and Syed Shah Alam (2005), in a study examines the relationships between pay, promotion, fringe benefits, working condition, support of research, gender and job satisfaction of academic staff in private universities in Malaysia. The regression results indicate that pay, promotion, working condition, support of research have positive and significant effect on job satisfaction. On the other hand, fringe benefits and support of teaching have negative effect. The results of the Mann-Whitney U Test indicates that female staff are more satisfied than their counterpart.

Thasnim (2006), through a study analysed the job satisfaction among the female teachers of government run primary schools in Bangladesh. Though job satisfaction is considered as a factor of social psychology but in this study job satisfaction is analysed from organizational perspective. Two research questions are posed to identify the level of job satisfaction of female teachers. The prime aim of this study is to find out the teachers' perception of 'job satisfaction' and to identify the factors which affect job satisfaction of female teachers. Fredrick Herzberg's theory of motivation, power distance and masculinity-femininity theory of Hofstede, teachers' job satisfaction model by Linda Evans have chosen to analyse data as well as variables. The empirical study has found some factors which affect job satisfaction of both male and female teachers. The factors are salary, academic qualification, career prospects, supervision, management, working environment, culture etc. Few perceptions of job satisfaction and the factors those affect it are same to the male and female teachers. But here are many perception as well as factors in which the male and female teachers are in two opposite pole. These different opinions are mostly interpreted in masculinity-femininity and power distance model of Hofstede. It is found that both the male and female teachers are dissatisfied but the female section is more dissatisfied than those of the male teachers.

Boeve, Wallace D. (2007) examined the job satisfaction factors for physician assistant (PA) faculty. Job satisfaction factors were divided into two categories: intrinsic factors about the respondents (work itself and opportunities for advancement) and extrinsic factors about the institutional faculty support (salary, supervisory support, and coworker relations). The theoretical approach used in this study to examine job satisfaction among PA faculty was Herzberg's (1966) two-factor theory of motivation. Additionally to enhance Herzberg's theory regarding intrinsic and extrinsic factors, Smith, Kendall, and Hulin's (1969) facet-specific job satisfaction theory (i.e., Job Description Index (JDI)) was utilized. A Web-based survey instrument was distributed by email communication to all PA faculty members who were affiliated with the Physician Assistant Education Association. Overall, PA faculty members were more

satisfied than dissatisfied with their jobs. The physician assistant faculty members are satisfied with four of the five JDI satisfaction factors. The PA faculty members are least satisfied with their academic salaries. The years of PA education experience was a significant predictor for overall job satisfaction and requires administrators to be aware of their PA faculty's needs. Finally, this study did support Herzberg's (1966) theory and Smith, Hulin, and Kendall's (1969) theoretical framework.

Malik, N (2010), examined the factors affecting job satisfaction of faculty members of University of Balochistan as explained by Herzberg job motivator and hygiene factors. A random sample of 120 faculty members of Balochistan University was selected as a statistical sample. Employing a descriptive-correlative survey method and data were collected through questionnaire. The faculty members were generally satisfied with their jobs. However, male faculty members were less satisfied than female faculty members. The factor "work itself" was the most motivating aspect for faculty. The least motivating aspect was "working conditions." The demographic characteristics were negligibly related to overall job satisfaction. The factors "work itself," and "advancement" explained 60% of the variance among faculty members' overall level of job satisfaction. The demographic characteristics (age, years of experience, academic rank, degree) were negligibly related to overall job satisfaction.

Olorunsola (2012) investigated job satisfaction of administrative staff and also investigated whether workers job satisfaction is related to their personal characteristics. An instrument titled Job Satisfaction Questionnaire (JSQ) was used to collect data. The instrument was administrative on 400 senior administrative staff in South West Nigeria Universities, which were randomly selected from two federal and two state universities. The findings revealed that job satisfaction of the administrative staff was high. Furthermore, working experience will not significantly influence job satisfaction of workers, while age will significantly influence job satisfaction of the administrators also sex made a significant difference in job satisfaction of workers. It was however recommended that more motivational and morale boosting activities should be provided for the workers to sustain their tempo at work. Also enticing programmes that

would make female workers value their work more should be incorporated in the system. Aged people should be treated fairly at work so that their wealth of experience can help in moving the institution forward.

A few studies on the Indian Context need to be reviewed and the following session is devoted for this.

Geeta Kumari, Vittesh Bahuguna and Pandey (2012) have examined various aspects of job satisfaction of engineers in public sector of India and have concluded that apart from the factors such as salary and monetary factors, engineers are more concerned about the work environment and promotional aspects. With the generation of more and more money in the market and work pressure on individual has been tantamount due to which employees seek for comfort in work and many things which may help alleviate work pressure and so their personal and social tension.

Raj Kamal and Debashish Sengupta (2009) in their study of job satisfaction of bank employees observed that job satisfaction varies with age, level of job, and the job satisfaction of bank employees is overall satisfactory and not excellent. Shobhna Gupta and Hartesh Pannu (2013) have examined the job satisfaction aspects of employees in public and private sectors and concluded that when all the factors are considered separately then public sector employees are more satisfied than the private sector employees in some cases. But, in general, employees in both these sectors are satisfied from their job .

Halagalimath and Rajeshwari Desai (2012) have studied the job satisfaction profile of Women Faculty Members in Karnataka University and concluded that recognition had positive and significant relation with advancement of age of the respondent. This is probably because as the age advanced, respondents promoted and accordingly had the power, prestige and status in the universities. The same variable i.e. recognition was positively related with the experience of the respondent and the annual income of the family. This result is on par with results of Bhat *et al.* (1999), Gandhara

and Joshi(1999) and Sachitra and Sarada (2003). It is clear that, job security and size of the family had no relation with job satisfaction level of the respondents. It can be concluded from the study that job satisfaction is influenced by both personal and job factors. The results of this study show that women employees in Universities were over all satisfied with their job. They were satisfied with their salary. They perceived their working hours as convenient. They also opined that they are satisfied with the recognition for their work. They perceived their work as challenging and secure. They felt comfortable working with their co-workers. Also, they get enough resources and support from their superiors.

In a study of Job Satisfaction of female migrant workers of Kerala, Rashmi. (2005) has concluded that more than three fourth of the women have reported that they are happy with their current job and about half of the women are trying to change their present job. The factors such as occupation, income, number of working hours, overtime work, problems during commutation to office, work load, exploitation or discrimination from office colleagues are found to have an influence on the job satisfaction of these migrant women. The study revealed that about one fourth of the migrant women from Kerala is not satisfied with their present job.

Gurpreeth Randhawa (2007) has examined the relation between Job satisfaction and turnover intentions and concluded that there is significant negative correlation between job satisfaction and turnover intentions. This signifies that higher the job satisfaction, lower is the intent of a person to quit the job. Further, comparative analysis was also done in order to measure the significance of difference between the mean scores of two groups of scientists. The results revealed that the two groups of scientists do not differ significantly on the measures of job satisfaction and turnover intentions.

Sreevasthava (2006) in his study of Job Satisfaction in Public Sector argues that there is positive and significant correlation between overall work adjustment and job satisfaction in public sector personnel and the level of significance is 0.01 level and

Adjusted workers have higher score than the maladjusted workers on job satisfaction, which shows the total adjustment or satisfaction of the workers with their job.

In their study of Job Satisfaction of employees in LIC, Jagannathan and Sunder (2011) argue that while there is high level of satisfaction in majority of job satisfaction factors in the case of branch managers and officers, there is a growing dissatisfaction in most of the issues except job security and post retirement among the clerical cadres. The organization policies of LIC are skewed in favor of top echelons of the management. Even among the officer category, the level of satisfaction is moderate in the case of recognition for work, interpersonal relationship, supervision etc. and there is a total dissatisfaction in the matter of pay, grievance handling procedure and other financial facilities.

The study by Shrivasthava and Pooja Purang (2009) examined the job satisfaction level of a public sector and private sector bank employees in India. The sample consisted of 340 bank employees from both sectors. Job Diagnostic Survey by Hackman and Oldham (1975) was used to ascertain the level of job satisfaction.   Results indicated that the means of the public and private banks were significantly different from each other. It was found that private sector bank employees perceive greater satisfaction with pay, social, and growth aspects of job as compared to public sector bank employees. On the other hand, public sector bank employees have expressed greater satisfaction with job security as compared to private sector bank employees.

Saari, Lise and Timothy A. Judge (2004)   identified three major gaps between HR practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude in particular—job satisfaction: (1) the causes of employee attitudes, (2) the results of positive or negative job satisfaction, and (3) how to measure and influence employee attitudes. Suggestions for practitioners are provided on how to close the gaps in knowledge and for evaluating implemented practices.

Wadhwa, Daljeet Singh et. al (2011) focuses on the impact of various factors on job satisfaction. It has been found out that all the three variables that are environmental,

organizational and behavioral factors have a positive impact on job satisfaction. It means that if the employees are treated equally and fairly and they are properly supervised, their level of satisfaction can be increased towards their job. Organizational factors will thus contribute to job satisfaction. Hence from this research it can be concluded that organizational factors are the most important aspect for job satisfaction of the employees in a company.

Deshwal (2011) mad an attempt to investigate the levels of job satisfaction among engineering faculty members in the engineering colleges of technical universities in Uttar Pradesh and to examine the effects of the dimensions of the job on levels of satisfaction among them. A questionnaire-based study was conducted among 369 engineering faculty members working in the engineering colleges of technical universities in Uttar Pradesh. The job satisfaction levels of the engineering faculty members were found to be moderately high.

Khan, Imran (2012) in a study examined the independent as well as interactive influences of various variables, viz. gender, marital status and types of colleges on the level of job satisfaction enjoyed by the college teachers. The study revealed that (i) female teachers enjoy the greater job satisfaction than their male counterparts; (ii) the married teachers show more job satisfaction than their unmarried counterparts, (iii) the teachers who are teaching in government colleges enjoy significantly greater job satisfaction than the teachers teachings in private colleges, (iv) neither the interactions (two way and three way) are found to be significant showing that there is no significant change in job satisfaction due to the change in the levels of independent variables (gender, marital status and types of colleges).

Nisha and Sudeep Kumar (2012), conducted a study to measure job satisfaction and preference towards performance appraisal system among the faculty of Madras Veterinary College, Chennai. The data were collected using a questionnaire from 45 teachers. Job satisfaction was measured in nine facets using scoring techniques to analyse the data. Performance assessment was measured by direct questioning on their satisfaction in the existing system and their preference of how to be assessed by

conventional analysis using percentage and results interpreted. The results showed that majority of the respondents had low to medium level of job satisfaction. The degree of job satisfaction analysed showed that the staff of Madras Veterinary College were not satisfied with the operating conditions, fringe benefits and contingent rewards and promotion. The staffs were moderately satisfied with the pay they received and the communication pattern in the organization. The staffs were highly satisfied with their superiors and the nature of their work. The study revealed that three-fourths of the staff were satisfied with the present system of appraisal and rest were not satisfied with it.

Though one can find a heap of literature on Job Satisfaction, much works cannot be traced focusing on service sector, particularly that of Kerala. As far as the studies in the area of Universities are concerned, most of them focus on academic staff members and their satisfaction. As we all know that Universities are the largest employers of the state and as the proportion to the teaching staff, non-teaching staff predominates in all the Universities. There is a saying in Kerala that universities are for its employees. The job satisfaction profiles of administrative staff in the universities in Kerala remains a grey area still. In this context, it is meaningful to examine the job satisfaction of the Employees of the Universities in Kerala with reference to the over qualification factor.

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Chapter Three
THEORY & METHODOLOGY

Conceptual Cob Webs

In spite much of the works and scholarly attempts for conceptualizing and defining job satisfaction, in fact, it eludes a unanimously accepted definition and widely accepted concept for job satisfaction. Though defined in a multitude of ways,[1] it is quite unlikely that there is a unanimously accepted and definitive designation for the concept of Job Satisfaction, despite the serious attempts of Hoppock (1935), Vroom (1964),Davis et.al (1985) Spector (1997) Poza and Poza (2000), Rose (2001), Stat (2004), (Mullins, 2005) Armstrong (2006), Kaliski (2007), (Aziri, 2008), George et.al (2008), and several others. Hardly confining to the limits set by different disciplines such as Economics, Psychology, Sociology and Management Science and spanning to the heaps of organizational literature, the studies in this area has begun to assume undue significance as job satisfaction trends has got a multitude of effects on the society, economy and several other aspects of common concern. Perhaps, what Judge and Church (2000) say may be less exaggerative, and job satisfaction is the most significant aspect in the history of industrial and Organizational Psychological and the most researched topic as well.

Hoppock(1935),as stated earlier, defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say that he is satisfied with his job. According to this approach, although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction. Vroom (1964) in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying.

As Davis et al (1985) puts it, Job satisfaction, is closely linked to that individual's behavior in the work place (Davis et al.,1985). Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts.

Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski,2007).Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004).The term job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).

Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole, People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay (George et.al., 2008).

Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005).

Job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs (Aziri, 2008).Job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of

business organizations. In fact, the new managerial paradigm which insists that employees should be treated and considered primarily as human beings is a sea change in the perspective.

The most widely accepted definition of job satisfaction is that of Spector (1997). He has observed that *Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs.* An alternative approach is that proposed by Sousa-Poza and Sousa-Poza,(2000) based on the assumption that there are basic and universal human needs, and that, if an individual's needs are fulfilled in their current situation, then that individual will be happy. This framework postulates that job satisfaction depends on the balance between work-role inputs - such as education, working time, effort - and work-role outputs - wages, fringe benefits, status, working conditions and intrinsic aspects of the job. If work-role outputs ('pleasures') increase relative to work-role inputs ('pains'), then job satisfaction will increase (Sousa-Poza and Sousa-Poza, 2000). Other theorists (e.g. Rose, 2001) have viewed job satisfaction as a bi-dimensional concept consisting of intrinsic and extrinsic satisfaction dimensions. Intrinsic sources of satisfaction depend on the individual characteristics of the person, such as the ability to use initiative, relations with supervisors, or the work that the person actually performs; these are symbolic or qualitative facets of the job. Extrinsic sources of satisfaction are situational and depend on the environment, such as pay, promotion, or job security; these are financial and other material rewards or advantages of a job. Both extrinsic and intrinsic job facets should be represented, as equally as possible, in a composite measure of overall job satisfaction. This distinction, as described by Rose, relates to the double meaning of the word 'job': the work tasks performed and the post occupied by the person performing those tasks.

Investigated by several disciplines such as psychology, sociology, economics and management sciences, job satisfaction is a frequently studied subject in work and organizational literature. This is mainly due to the fact that many experts believe that

job satisfaction trends can affect labor market behavior and influence work productivity, work effort, employee absenteeism and staff turnover. Moreover, job satisfaction is considered as a strong predictor of overall individual well-being (Diaz-Serrano and Cabral Vieira, 2005), as well as a good predictor of intentions or decisions of employees to leave a job (Gazioglu and Tansel, 2002).

Apart from the significance it has attained in the research literature and studies, job satisfaction is also important in everyday life. Organizations have significant effects on the people who work for them and some of those effects are reflected in how people feel about their work (Spector, 1997). This makes job satisfaction an issue of substantial importance for both employers and employees. As most of the studies suggest, employers benefit from satisfied employees as they are more likely to profit from lower staff turnover and higher productivity if their employees experience a high level of job satisfaction. However, employees should also 'be happy in their work, given the amount of time they have to devote to it throughout their working lives' (Nguyen, Taylor and Bradley, 2003).

Job satisfaction is an attitude that employees have about their work and is based on numerous factors, both intrinsic and extrinsic to the individual. Job satisfaction is important from the perspective of maintaining and retaining the appropriate employees within the organization; it is about fitting the right person to the right job in the right culture and keeping them satisfied. Today's business environment is characterized by weak economies, rapidly changing technology, organizational re-engineering, shortened length of tenure, and outsourcing of peripheral business activities. Job Satisfaction is the favorableness or un-favorableness with which the employee views his work. It expresses the amount of agreement between one's expectation of the job and the rewards that the job provides. Job Satisfaction is a part of life satisfaction. The nature of one's environment of job is an important part of life as Job Satisfaction influences one's general life satisfaction. Job Satisfaction, thus, is the result of various attitudes possessed by an employee. In a narrow sense, these attitudes are related to the job under

condition with such specific factors such as wages, supervisors of employment, conditions of work, social relation on the job, prompt settlement of grievances and fair treatment by employer. However, more comprehensive approach requires that many factors are to be included before a complete understanding of job satisfaction can be obtained. Such factors as employee's age, health, temperature, desire and level of aspiration should be considered. Further his family relationship, social status, recreational outlets, activity in the organizations etc., contribute ultimately to job satisfaction.

From the foregoing discussion, the major factors influencing job satisfaction are summarized below.

SUPERVISION

Supervision is equally a strong contributor to the job satisfaction. The feelings of workers towards his supervisor are usually similar to his feelings towards the company. The role of supervisor is a focal point for attitude formation. Bad supervision results in absenteeism and labor turnover. Good supervision results in higher production and good industrial relations.

CO-WORKERS

Various studies had traced this factor as a factor of intermediate importance. One's associates with others had frequently been motivated as a factor in job satisfaction. Certainly, this seems reasonable because people like to be near their friends. The workers derive satisfaction when the co-workers are helpful, friendly and co-operative.

PAY

Studies also show that most of the workers felt satisfied when they are paid more adequately to the work performed by them. The relative importance of pay would probably a changing factor in job satisfaction or dissatisfaction

AGE

Age has also been found to have a direct relationship to job of satisfaction of employees. In some groups job satisfaction is higher with increasing age, in other groups job satisfaction is lower and in other s there is no difference at all.

MARITAL STATUS

Marital status has an important role in deciding the job satisfaction. Most of the studies have revealed that the married person finds dissatisfaction in his job than his unmarried counterpart. The reasons stated to be are that wages were insufficient due to increased cost of living, educations to children etc.

EDUCATION

Studies conducted among various workers revealed that most of workers who had not completed their school education showed higher satisfaction level. However, educated workers felt less satisfied in their job.

WORKING CONDITIONS

The result of various studies shows that working condition is an important factor. Good working atmosphere and pleasant surroundings help increasing the production of industry. Working conditions are more important to women workers than men workers

Theorizing on Job Satisfaction

Since the pioneering attempts by Elton Mayo in his study on work habits of the employees at the Hawthorne Western Electric Plant in the 1920s, there has been considerable research on job satisfaction. Globally, since the last three or four decades, attempts of scholars are geared to understand and thereby control the elements of employee's satisfaction. The result is an array of theories to explain the motivational contents and cognitive processes that constitute the issues of job satisfaction in any organization. Attempts to theorize on Job Satisfaction have been either on the basis of

cognitive levels of motivation or behavioral levels of motivation and satisfaction. (Saifudheen Khan et.al., 2012)

Since the differences lie in their prioritization of the main aspects of satisfaction, all these theories can be synthesized into a satisfaction-model according to their contributions. Such attempts to theorize on job satisfaction have resulted in heaps of literature on it. It may be interesting to examine the attempts of theorization on job satisfaction.

This session will examine the conceptual cobwebs, summarize the theories and analyze the attempts to measure Job Satisfaction

Summary of Major Theories

The credit for triggering off the debate on job satisfaction goes to A. Maslow, whose work on hierarchy of needs has pioneered the discussion, which concluded that money is the best of the motivator for job satisfaction. Later, these theories were criticized largely by those who felt that multiple factors contributed towards the satisfaction of human needs and it is not the money itself the single driving force. In general, most of the researchers have identified two groups of variables: (a) Environmental factors and, (b) Personal characteristics of individuals (Saif-ud-Din, khair—uz-Zaman, and Nawaz, 2010, Elliksonand Logsdon, 2001; Shajahan and Shajahan, 2004 ; Moynihan and Pandey, 2007).

Job Satisfaction Theories are generally classified according to 'the nature of theories' or the 'chronological appearances' of the theories. According to Shajahan and Linu Shajahan (2004), there is a broad category of theories called **Content Theories** including:

1) Maslow's Needs Hierarchy Theory,

2)Theory X and Theory Y,

3.)Herzberg's Two Factor theory

4),Alderfer's ERG theory and

5.) McClelland's theory of Needs.

On the other hand, another category of theories called '**Process Theories'** included:

1.) Behavior Modification,

2) Cognitive Evaluation Theory,

3.) Goal Setting theory,

4) Reinforcement theory,

5) Expectancy theory, and,

6) Equity theory.

This division of theories is widely acknowledged across the literature in job satisfaction.

Classification of theories on Job Satisfaction can be in terms of chronology and there are two categories such as Early Theories and Contemporary Theories.

Early theories

1). Maslow's Needs Hierarchy Theory,

2)Theory X and Theory Y,

3.) Herzberg's Two Factor theory; and

Contemporary theories

1. McCelland's Theory of Needs,

2. Goal Setting Theory,

3. Reinforcement Theory,

3. Job Design Theory,

4. Equity Theory and

5. Expectancy Theory.

However, it needs to be repeatedly stated that across the academic landscape, the classification of content and process theories have become a standard and accepted classification. Content Theories, in fact, focus on identifying the needs, drives and incentives /goals and their prioritization by the individual to get satisfaction. A brief summary of the prominent theories grouped under **content theories** may be of much use.

- **MASLOW'S HIERARCHY OF NEED** framed by Abraham Maslow, a U.S. humanistic psychologist, in which he explained that different human needs have different level of satisfaction. The hierarchy moves down from lower order needs such as physiological needs, safety and security, social needs to higher order that is esteem needs and self-actualization needs. Individuals cannot move to the next higher level until all needs at the current (lower) level are satisfied. Abraham Maslow developed the Hierarchy of Needs model in 1940s and 50s, in the USA, and quite surprisingly it continues to dominate the academic discussions on the process of theorizing job satisfaction. He has emphasized on the responsibility of employers in providing a workplace environment that encourages and enables employees to fulfill their own self actualization, which has acclaimed wide acceptance for his theoretical analysis. Abraham Maslow's work "Motivation and

Personality", published in1954 (second edition 1970) introduced the Hierarchy of Needs, and Maslow extended his ideas in other work, notably his later book "Toward a Psychology of Being", a significant and relevant commentary, which has been revised in recent times by Richard Lowry, who is in his own right a leading academician in the field of Motivational Psychology.

- **MCGREGOR'S THEORY X AND THEORY Y** is another land mark in this regard. Theory X Assumes that workers have little ambition, dislike work, avoid responsibility, and require close supervision. Theory Y Assumes that workers can exercise self-direction, desire responsibility, and like to work.

- **HERZBERG'S TWO FACTOR THEORY** revolves around two basic factors associated with job satisfaction and job dissatisfaction. Hygiene factor-(Work behavior) and Motivation factor-(Job Satisfaction). Job satisfaction in this regard relates to ones feelings or state-of- mind regarding the nature of their work. Overall job satisfaction is actually a combination of intrinsic and extrinsic job satisfaction. Intrinsic job satisfaction is when workers consider only the kind of work they do, the tasks that make up the job. Extrinsic job satisfaction is when workers consider the conditions of work, such as their pay, co-workers and supervisor. It is the need or drive within an individual that takes him or her towards goal oriented action. The extent of drive depends on the prescribed level of satisfaction that can be achieved by the goal. According to Kim (2004), Karimi (2007), Getahun et al (2007) Herzberg's model to job satisfaction is much useful.

- **McCELLAND'S THEORY OF NEEDS** has postulated that some people have a compelling drive to succeed and, therefore, strive for personal achievement rather than rewards of success themselves. As Shajahan and Shajahan (2004) and Robbins (2005) put it, they have a desire to perform better than before and they like challenging jobs and behave as high achievers. This theory focuses on achievement motive and thus called achievement theory, though it is founded on achievement, power and affiliation motives.

- Clayton Aldefer (1969) has proposed that the Maslow's list of needs has to be regrouped into three **:Existence, Relatedness and Growth** and hence his theory came to be called ERG Theory. Disagreeing with Maslow, he suggested for a continuum of needs rather than a hierarchy of needs and argued that lower level needs, need not be satisfied or fulfilled before higher level needs become motivating, as opined by Luthans (2005)

Another stream of theories of Job Satisfaction is the **Process Theories** which focus on the aspect that how the motivation takes place and these theories strive to explain how the needs and goals are fulfilled and accepted cognitively, as observed by Perry et .al (2006). Equity Theory of Stacy Adams (1963), Vroom's Expectancy Theory (1964)Parter- Lawler Expectancy Model (1968) Edwin Locke's (1968) Goal Setting Theory, Job Characteristics Theory of Hackman and Oldham (1975-76) are the prominent theories coming under this stream.

Saifuddin Khan Saif et .al (2012) concluding their attempts to synthesis the array of theories on job satisfaction, states that both the content and process theories aim at generating the understanding of the work situations by postulating the 'human behavior.' Though most of the theories try to become global views of reality (employee and work environment characteristics) however, research has revealed that these theories are highly culture-specific. Since most of the job satisfaction theories have generated in USA, therefore, they match more closely with the American culture (Rugman and Hodgetts, 2002; Luthans, 2005; Robbins, 2005). However, since cultures are different, and therefore the same 'Needs' have different meanings and prioritization with the change in the culture. Furthermore, these theories need to be restructured according to the new areas of research in human psychology, for example, 'positive psychology' movement is now earning footings among the researchers on human motivation and job satisfaction (Seligman, 1998). This thinking emerged from the argument that so far psychology has been exclusively preoccupied with controlling negative, pathological aspects of human behavior. Thus, Positive Psychology emerged

as a scientific method to discover and promote the factors that allow individuals, groups, organizations, and communities to thrive and prosper. These factors are optimism, hope, happiness, resiliency, confidence, and self -efficacy (Luthans, 2005:271). Thus, theories of job satisfaction have to be tested against these emerging factors of positive psychology and their impact on human behavior at individual, group and organizational levels.

Measuring Job Satisfaction

As it is well known, measuring job satisfaction is difficult, as it is an abstract personal cognition that only exists in the mind of individual. However, there have been attempts on the part of scholars to quantify the qualitative aspect in a variety of forms. Many instruments were developed to measure the level of job satisfaction. Originally, Index of Work satisfaction (IWS) was developed in the 1970s (Stamp, 1997 cited in Norbu, 2010). It is a scale to measure the relative importance of various components of job satisfaction. It contained six components: 1) Professional status, 2) Task Requirements, 3) Pay, 4) Interaction, 5) Organizational Policies, and 6) Autonomy. This scale was developed based on the combination of Maslow's theory and Herzberg's theory. It consisted of 48 items and ranged on a 7-point Likert scale.

It was in 1974, that the McCloskey/Muller Satisfaction Scale (MMSS) was developed to measure the Hospital Nurses' Job Satisfaction. (McCloskey and Muller, 1990) Developed based on the theories of Maslow and Burn, it consisted of 31 items and ranged on 5 point Likert scale. As observed by Arab, Pourreza, Akbari, Ramesh, and Aghlmand (2007) and Duong (2003), this scale is a well established instrument for measuring job satisfaction in the case of Hospital Nurses.

Another mile stone   in measuring Job Satisfaction is the designing of Job Satisfaction Survey in 1985. (Spector, 1985) .This scale was designed to assess attitude

of employees from 9 separate facets of job satisfaction such as Pay and Pay enhancements, Promotion, Fringe Benefits, Contingent Rewards, Supervision, Co workers, Nature of Work, Communication with the colleagues and Operating Procedures etc.

The Minnesota Satisfaction Questionnaire is the latest development in the methodological area of job satisfaction studies. The Minnesota Satisfaction Questionnaire (MSQ) was developed by R.V. Dawis, G.W. England, and L.H. Lofquist in 1967 for working in the Work Adjustment Project which began in 1957 at the University of Minnesota (Weiss, Dawis, England, and Lofquist, 1967). M.S.Q is a 100 question data form composed of internal and external satisfaction factors grouped into 20 facets.

In fact, the researchers in the Work Adjustment Project in 1957 used the Hoppock Job Satisfaction Blank (Short Form), the Employee Attitude Scale, and twenty-two experimental items to gain measures of job satisfaction for the purpose of assessing the work adjustment potential of applicants for vocational rehabilitation (Weiss, Dawis, England, and Lofquist, 1967). Although the reliability of the data obtained through this method was adequate, scoring was cumbersome. The major focus of this approach was the extrinsic variables such as working conditions and supervision, ignoring the intrinsic variables such as ability utilization and achievement. The Minnesota Satisfaction Questionnaire was developed to include both extrinsic and intrinsic variables and to provide less cumbersome scoring.

When compared with other job satisfaction scales, M.S.Q differs in observing job satisfaction from different points of view. Other than evaluating job satisfaction as internal and external satisfaction, M.S.Q. analyzes job satisfaction with 20 determinants about work and environmental conditions. With this scale, it is possible to identify the individual's job satisfaction and dissatisfaction and identify the causes of dissatisfaction. The detailed levels of Satisfaction are listed below:

No	Levels	Points
1	Very Dissatisfied	1 point
2	Dissatisfied	2 points
3	Indifferent	3 points
4	Satisfied	4 points
5	Very satisfied	5 points

The participants' grading is evaluated, and then the percentage values of the evaluation results are commented as:

Range	Level of Satisfaction
0-.25	Low Level of Job Satisfaction
0.26-0.74	Moderate job satisfaction
0.75-1.00	High job satisfaction

In this scale, 20 dimensions of job environment conditions are summarized as below in two groups

INTERNAL FACTORS		EXTERNAL FACTORS	
Sl. No	FACETS	Sl. No	FACETS
1	Ability Utilisation	1	ADVANCEMENT
2	Achievement	2	Super Vision HR
3	Activity	3	Super Vision Technological
4	Variety	4	Working Conditions
5	Authority	5	Co Workers
6	Social Status	6	Creativity
7	Independence	7	Policy And Practices
8	Moral Values	8	Compensation
9	Recognition	9	Security
10	Responsibility	10	Working Conditions

In the present study we have made use of three techniques for assessing Job Satisfaction.

1. In a straight forward way, First, the sample units were asked to record their preferences in the schedule in which 20 aspects of job satisfaction are given along with the five levels of satisfaction such as 1.)Very Dissatisfied 2.) Dissatisfied 3.) Indifferent 4.) Satisfied 5.) Very Satisfied with a Likert Scale ranking from 1 to 5 in the order the levels appear. Alternatively, instead of Likert scale ranks using as weights, the percentage of the respective frequencies are used as weights and indexed for the purpose of identifying the levels of satisfaction they feel on the listed aspects.

2. Second, is the MSQ long Questionnaire

3. Third, is the participant observation and group discussion sessions with the members of the staff

Most of the researchers select a more objective and in-depth survey instrument as suggested by Spector (1997) due to the fact for using an existing job satisfaction scale for the following advantages:

- It has been reported to exhibit acceptable levels of reliability,

- It has been used a sufficient number of times to provide norm,

- It has been used in research to provide good evidence for construct validity, and

- Using known scales saves the considerable cost and time necessary to a develop a scale.

Hence, the present study has used MSQ of the latest version with the required modification warranted by the context.

The Sample, Data and Methodology

The study is based on both primary and secondary data. Primary data with respect to the satisfaction and other related aspects of the employees were collected from the non-teaching employees of one of the Universities in Kerala, viz., Calicut University, selected on the ground that it is the largest and second oldest university in Kerala with a staff strength of 1655 Non teaching staff members and around 20 per cent of the total staff strength i.e. 300 is the sample size of this study, as illustrated in Table 3.1.

Table 3.1 Sample Frame

Category	Total	Male	Female
ASSISTANTS			
Assistants	138	69	69
Assistant Section Officers	72	54	18
Total	210	123	87
SUPERVISORY STAFF			
Section Officers	69	45	24
Assistant Registrars	12	6	6
Deputy Registrars	9	5	4
Total	90	56	34
Grand Total	**300**	**179**	**121**

Source: Sample Survey

The sample of 300 non-teaching staff members has been selected on the basis of the weight and role of the positions in the dynamics of the functioning of the university. At the higher levels, the contribution of the officers is critical for the effective functioning of the University. Hence it is necessary that they should have job satisfaction. Attempts were made to include as much as female employees as possible, as it has been proposed to look into how far gender is a factor in the case of job satisfaction.

Secondary data with respect to the staff profiles are obtained from both the published and unpublished sources. University annual reports, diary, in-house journals, etc., were used extensively.

In this study, as it has been stated earlier, Minnesota Satisfaction Questionnaire is used for analyzing the satisfaction levels of employees. The Minnesota Satisfaction Questonaire, originally designed and developed by researchers working in the Work Adjustment Project which began in 1957 at the University of Minnesota (Weiss, Dawis, England, and Lofquist, 1967)is a paper-pencil type of a questionnaire and can be implemented both individually and in group, but it does not take sex differences into consideration. This questionnaire has one short form and two long forms that date from 1967 and 1977. In fact 20 work features in five levels are measured with this questonaire. Responding to this questionnaire usually takes between 15-20 minutes. The 1977 version of the Minessota Satisfaction Questionnaire, modified and updated contextually was used in this study, which has the following response categories.

1. Very satisfied
2. Satisfied
3. Neither satisfied nor dissatisfied,
4. Dissatisfied and
5. Very dissatisfied.

Tools for Data Collection

The most important tool for data collection is a structured interview schedule covering the important variables selected for the study. In addition, focus group interviews, observation etc., were conducted for data collection.

Analysis of Data

Data was analyzed using both quantitative and qualitative techniques. Scaling techniques were extensively used for analyzing the qualitative data. Statistical packages like the SPSS and Excel were also used for data analysis. Both descriptive and inferential statistics were employed where ever suitable.

NOTES and REFERENCES

NOTES

1. The Hawthorne Studies are considered to be the most important investigation of the human dimensions of industrial relations in the early 20th century. These studies follow the assumption that when a certain set of job conditions are present a certain level of job satisfaction will follow. They were done at the Bell Telephone Western Electric manufacturing plant in Chicago beginning in 1924 through the early years of the Depression. The Hawthorne plant created an Industrial Research Division in the early 1920's. Personnel managers developed experiments to explore the effects of various conditions of work on morale and productivity (See Brannigan and Zwerman 2001). "Today, reference to the "Hawthorne Effect" denotes a situation in which the introduction of experimental conditions designed to identify salient aspects of behavior has the consequence of changing the behavior it is designed to identify. The initial Hawthorne effect referred to the observation that the productivity of the workers increased over time with every variation in the work conditions introduced by the experiments" (See Brannigan and Zwerman 2001). Simply stated when people realize that their behavior is being watched they change how they act. The development of the Hawthorne studies also denotes the beginning of applied psychology, as we know it today. These early studies mark the birth of research on job satisfaction relating to ergonomics, design and productivity.

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Presentation and Analysis of Data

Introduction

The study consistently focuses on the key aspects of job satisfaction of non-teaching university employees of University of Calicut and attempts to identify how far the over qualification factor influence their perspectives of job satisfaction. This chapter serves the purpose.

As stated earlier, University of Calicut is selected as the sample of the study on firm grounds of logic and reasoning. University of Calicut, established in1968, is the largest and the second oldest university in Kerala, with its student population of around 3 to 4 lakhs from 373 affiliating institutions, sprawling across 5 districts, catering to the educational requirements of roughly half of the student population of Kerala.

Calicut University has the unique distinction of having had enrolled the maximum number of students in Kerala and the annual intake of students is around one lakh. The educational backwardness and high population of Malabar are perhaps the reasons. A tenfold increase in the number of students enrolled for various courses under Distance Education mode has been observed last year. The spurt in the phenomenal growth of student strength under various programs in the University Departments as well as in the affiliated colleges confirms the fact that the University remains the top priority institution for the student community of Malabar for their higher education. The University has 2097 persons in the pay rolls as in the year 2013-14, of which 442 are teaching Staff and 1655 are administrative staff. The category wise distribution of the staff members are as given in Table 4.1.

Table 4.1 Staff Pattern in University of Calicut

Category	Numbers
ADMINISTRATIVE	
1. Joint Registrars	6
2. Deputy Registrars	16
3. Assistant Registrars	46
4. Section Officers	274
5. Assistants	557
6. Clerical Assistants	59
7. Others	727
Total Administrative	**1655**
ACADEMIC	
1. Teaching Staff	442
Grand Total	**2097**

Source: Annual Report, Calicut University, 2013

Fig 4.1
Staff Pattern in the University of Calicut

DEPUTY REGISTRAR 2%
ASSISTANT REGISTRAR 5%
JOINT REGISTRARS 1%
SECTION OFFICER 30%
ASSISTANTS 62%
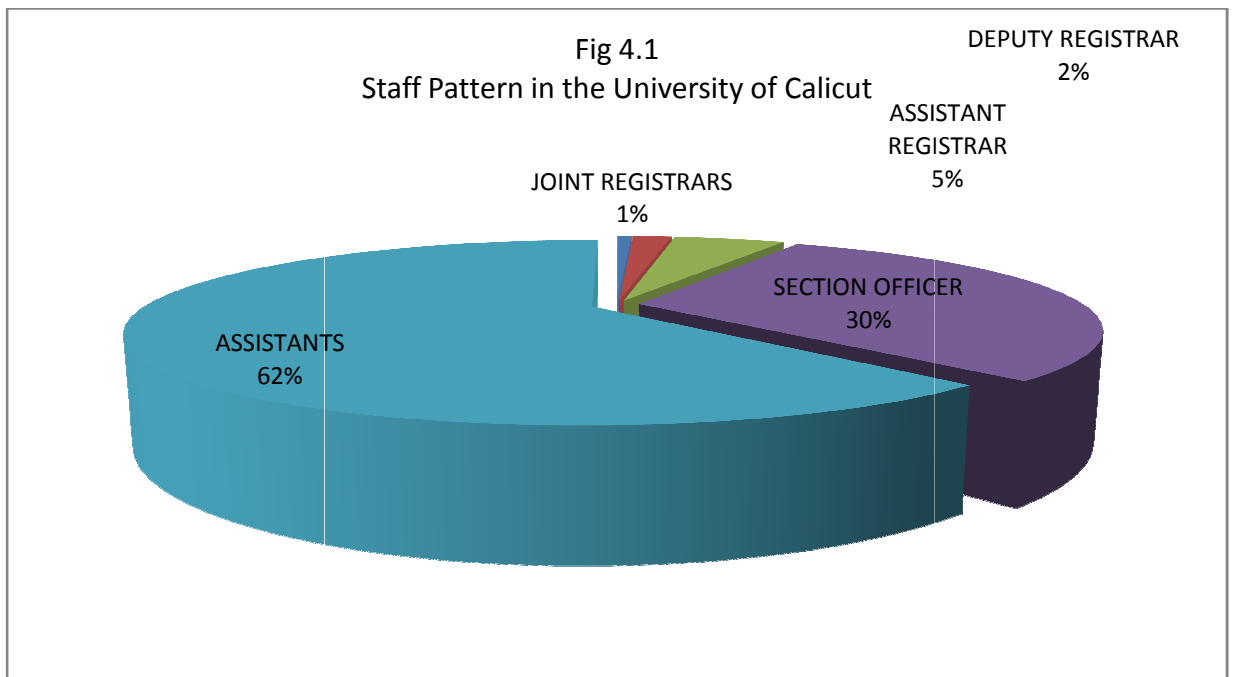
PROFILE OF THE SAMPLE

This session will provide the detailed perspective on the sample units selected for the study. The study has covered 300 administrative staff members, as illustrated below in Table 4.2 and Fig 4.2.

Table 4.2   Sample Frame

Category	Total	Male	Female
ASSISTANTS			
Assistants	138	69	69
Assistant Section Officers	72	54	18
Total	210	123	87
SUPERVISORY STAFF			
Section Officers	69	45	24
Assistant Registrars	12	6	6
Deputy Registrars	9	5	4
Total	90	56	34
Grand Total	**300**	**179**	**121**

Source: Sample Survey

Fig 4.2 The Sample Frame

GENDER, AGE AND SALARY

The gender and age profile of the sample shows that the male dominates in all the age groups, perhaps due to the fact that there is an inherent reluctance on the part of women employees towards the survey on satisfaction. While both the gender were given equal chances of participating in the survey, the female folk preferred to be out indicates their attitude towards this attempt and is a part of job satisfaction. Particularly, in the age group of 30 and above, this indifference is glaring. Perhaps, this may be due to the fact that women employees are satisfied with what they are and they are not willing to strive hard for much higher positions, being they are pulled back by their role conflicts and domestic assignments. The table 4.3 and Fig 4.3 provide details in this regard.

Table 4.3 Profile of Gender and Age

Age Group	Male	%	Female	%	Total
< 30	3	50.00	3	50.00	6
31-40	72	52.17	66	47.83	138
41-50	75	73.53	27	26.47	102
> 51	33	61.11	21	38.89	54
Total	183	61.00	117	39.00	300

Source: Sample Survey

Fig 4.3 Gender and Age of the Sample (%)
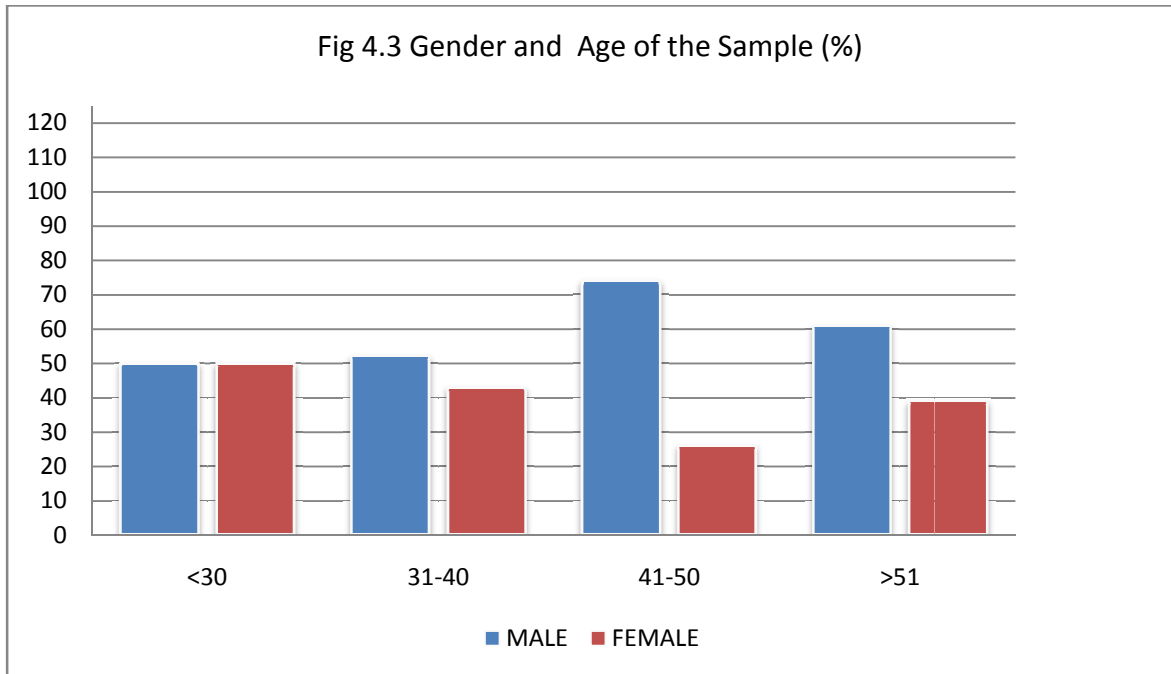
Distribution of sample according to the age and pay is also informative. There is large concentration of higher salaried persons in the higher aged groups as the employees get promoted to higher posts and move to higher pay scales as they get aged. Table 4.4 and Fig 4.4 illustrate these aspects in detail.

Table 4.4 Profile of Age and Salary of Employees

Age Group	15001-25000	25001-35000	35001-45000	45001-60000	Total
21-30	6	0	0	0	6
31-40	60	75	3	0	138
41-50	21	36	30	15	102
51-60	3	1	21	29	54
Total	90	112	54	44	300

Source: Sample Survey

Fig 4.4 Age and Salary of the Employees

Legend:
- 45001-60000
- 35001-45000
- 25001-35000
- 15001-25000
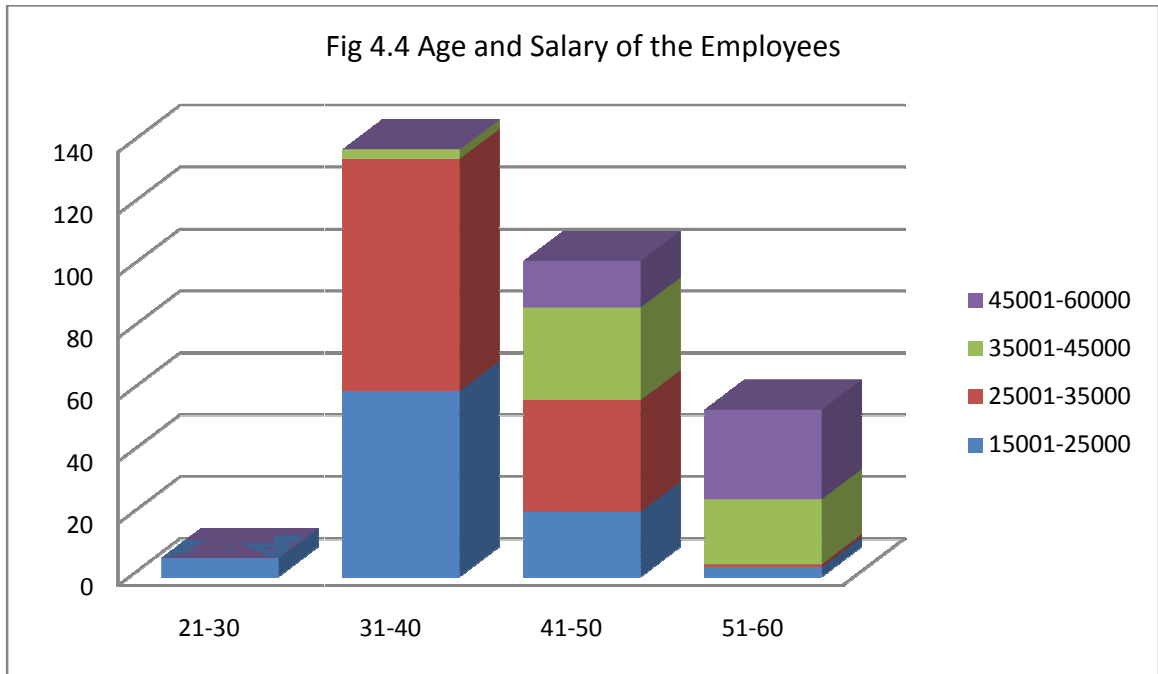
OVER QUALIFICATION AND RELATED ISSUES

The issue of over qualification is a hot issue in the environment of University Service. Particularly, when there are several escalators open to the better qualified, but better endowed by several of the relevant attributes and equipped with equations. Such aspects, prima facie, are to hamper the job satisfaction profile of the employees, in fact. The entry cadre of the employment in the University is Assistant, which requires only Graduation, as the minimum qualification. However, most of the employees are better qualified and most of them have Post Graduation and even research qualifications like Ph.D. and JRF or NET, Professional Qualification such as B.Ed., M.Ed, MBA etc. The profile of the sample in this regard is explained in Table 4.5 and Fig 4.5.

Table 4.5 Qualification and Designation of Employees

Category	Ph.D.	P.G	Degree	Total	Over Qualified	%
ASSISTANTS						
Assistants		69	69	138	69	50.0
Assistant Section Officers		45	27	72	45	62.0
Total		114	96	210	114	54.0
SUPERVISORY STAFF						
Section Officers		39	30	69	39	56.0
Assistant Registrars	3	6	3	12	9	75.0
Deputy Registrars		9	0	9	9	100
Total	3	54	33	90	57	63.0

Source :Computed from Survey data

Fig 4. 5 Over Qualification (Percentage)
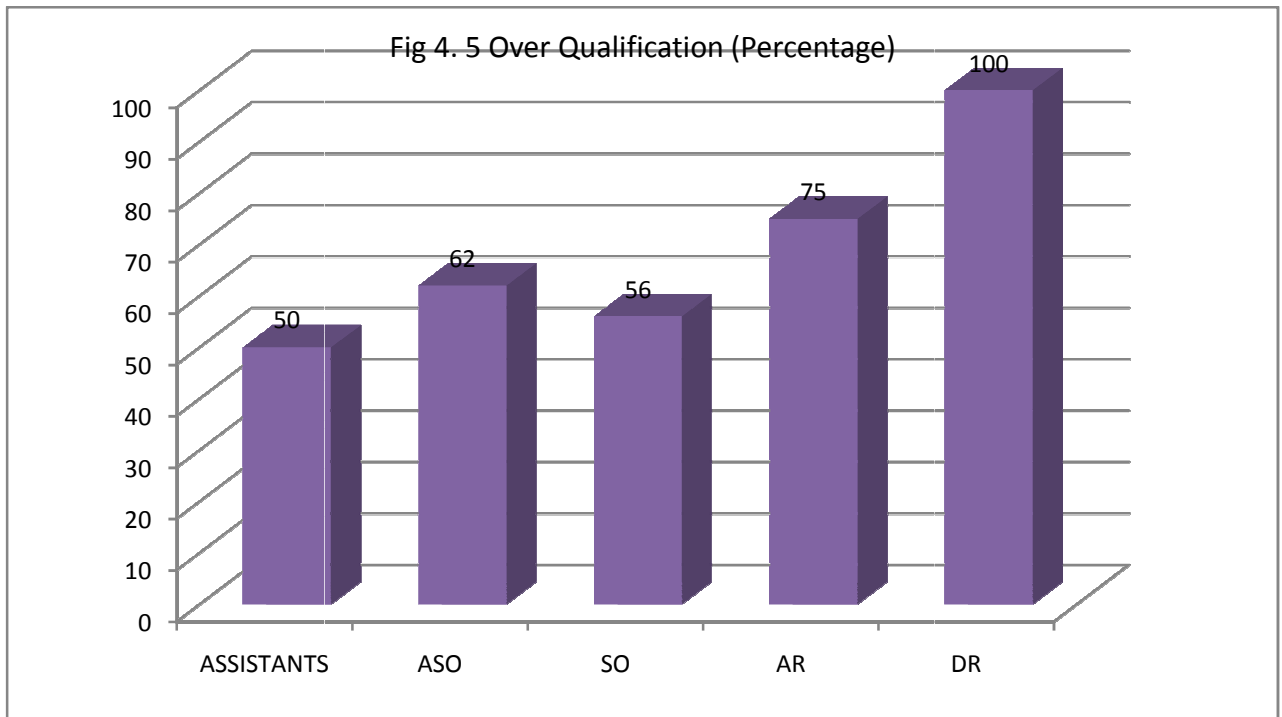
It is apparent that over qualified employees are dominant groups in all categories and even in the higher levels of the hierarchy, it is a rule, than exception. There is a galaxy of reasons for this phenomenon. The group discussion session provided the following interpretations for this phenomenon.

- First of all, the environment in the work place often supports the quest for higher qualification and employees strive for excellence along with

acquiring higher qualifications such as JRF, NET, B.Ed. and M.Ed. The motivating factor may be either a better prospectus in the current job or a complete switch over to a fresh higher job. The result is that the employees joining after University service go for higher studies and acquire higher qualifications. Further, the part time and open systems of education offers much opportunities for these kind of people. Even now a days, registration for part time Ph.D. is also permitted for University Non Teaching Employees.

- Secondly, most of the employees in this institution, like those in any of the institutions, were continuous job seekers and they landed in a place where they got accommodated. Never, they had the sole aim of being a university staff member. In the sequential phase and pattern of higher education in the current highly competitive society had motivated them to continue their educational aspirations even after degree and post-graduation. The details of professional qualifications as summarized in Table 4.6, accomplished by the employees, stands supporting the above arguments.

Table 4.6 Details of Other Higher Professional and Research Qualifications attained by University Employees

Category	JRF	NET	SET	B.Ed	Total
ASSISTANTS					
Assistants	6	9	12	24	51
Assistant Section Officers	3	3	9	9	24
Total	9	12	21	33	75
SUPERVISORY STAFF					
Section Officers		6		24	30
Assistant Registrars				3	3
Total	0	6	0	27	33
Grand Total	9	18	21	60	108

Source: Sample Survey

One of the striking feature of this phenomenon of over qualification is that some of these employees have opted for university job, even after they have attained higher degrees, due to the employment constraints prevailing in the job markets of Kerala. When the question of job becomes that of survival, the choice expression often fails and what is available is accepted whole heartily. Besides, the social status of a job in the university is not much bad and there is wide acceptability for it in the society. The age education profile of the employees as given in Table 4.7 support this argument.

Table 4.7 Profile of Education and Age of Employees

Age	Ph.D.	P.G	Degree	Total
< 30	0	3	3	6
31-40	0	78	60	138
41-50	0	48	54	102
>51	3	39	12	51
Total	3	168	129	300

Source : Sample Survey

Another striking aspect of over qualification of employees is that, among the over qualified employees, the predominant age group is 31 to 40. Out of these 138 employees, around 78 are over qualified in this age group. This asserts the above argument that the members of staff were over qualified even when they joined the university service. It is only in that age group that the over qualified exceeds the others. Table 4.8 illustrates this aspect.

Table 4.8 Profile of Age and Over Qualification

Age Group	Over Qualified	%	Qualified	%	Total
<30	3	50.0	3	50.0	6
31-40	78	56.0	60	54.0	138
41-50	48	48.0	54	52.0	102
>51	42	78.0	12	22.0	54
Total	171		129		300

Source : Sample Survey

A brief profile about the functioning of the university administration will both serve the purpose of providing the required perspective of the study and add to the perception and significance of the current study, as well. In the current organizational set up of the affiliating universities in Kerala, the role of the members of administrative staff cannot be under estimated. In fact they rule and rein the whole system through a host of strength factors such as organization, politics, networking etc. Sometimes the underplays goes beyond the imaginations and touch even the hooks or crooks regime. However, it is the foremost objective of the organization to keep them satisfied, motivated, inspired, committed and updated, as they are, in the most delicate and very vital sector, Higher Education, and deal with the students and parents in our society. Perhaps, as the study has evidently made apparent, that it is the grey area that these organizations grope in darkness. Unlike the corporate counterparts, where there is an effective single department, exclusively for the upkeep of Human Resources, our universities, or most of the Service Organizations, obviously ignore such aspects, either due to ignorance or due to negligence. However, it remains a fact and quite invites urgent focus of the planners and policy makers.

The employees organizations, politically affiliated and well knitted with the political parties in the State, play a very important role in the functioning of the universities in Kerala. They too, motivated by their short term goals, set from elsewhere, or by external factors, act myopically and create havocs in the whole system, totally uncaring for the satisfaction and emotional aspects of the employees.

In our universities, though the Statutory bodies such as Senate, Syndicate, Academic Council etc., drafts and decides the policy of the institution, and the Statutory Officers such as Vice Chancellor and his team implements them, it is the lower level staff members in the administration who keep in constant touch with the students and parents and take care of administration of examinations and day to day affairs. They need to be constantly updated, motivated, inspired and kept in the right tune, with sufficient lubrication and maintenance. Since their mental and psychological aspects are certain to reflect in their performance, and result in their productivity and performance,

a deep probe into such aspects will add to the current perspective on it and will definitely help in reframing our policies of Human Resource Management in the service sector. As it is clear from our analysis, this area continue to be neglected by our planners and policy makers and the Management of Human Resources in the service sector is in the "square A" now. Perhaps, this work, it is anticipated that, may provide the right directions or ignite such an attempt at the policy making levels in our State apparatus.

Perspectives on Job Satisfaction

Job satisfaction, is a mental state as well as a result of the impact of several physical and environmental factors from pay, perks, promotion, job security, work culture to the most undefined and purely subjective aspects like meaningfulness of job, variety in work, relations etc. One can hardly disagree with the fact that it is a phenomenon, hardly quantified, where the quantitative techniques fails to unearth the truth. However, the group discussion sessions with different sections of the employees have brought to light some facts about the facets of job satisfaction, what constitutes job satisfaction and what determines the levels. It may be interesting to understand the perspective of employees regarding the concept of satisfaction and how many of them have rated each of the facets of satisfaction. The Table 4.9 and Fig 4.9 illustrate this aspect.

Table 4.9: Importance attached to various facets of Job Satisfaction

Facets of Job Satisfaction	No of Employees identified as very important
Job Security	222
The Work Itself	186
Salary and Financial Benefits	174
Feeling of Safety in the Work Environment	162
Relation with the supervisor	153
Work Culture	150
Relationship with the co workers	144
commitment towards Professional Development	138
Meaningfulness of Job	135
Facilities for job specific Training	126
Opportunities	123
Organization's Social Responsibility	111
Flexibility to balance life and work issues	108
Recognition of Performance	105
Inter Personal Communication	105
Organizational Commitment	102
Welfare Measures	99
Contribution towards Organizational Vision	90
Vertical Communication	87
Variety in Work	81

Source: Sample Survey

Fig 4.9 Importance attached to various facets of Job Satisfaction

Facet	Value
Variety in Work	81
Vertical Communication	87
Contribution towards Organisational Vision	90
Welfare Measures	99
Organisational Commitment	102
Inter Personal Communication	105
Recognition of Performance	105
Flexibility to balance life and work issues	108
Oranisation's Social Responsibility	111
Opportunities	123
Facilities for job specific Training	126
Meaningfulness of Job	135
Commitment towards Professional Development	138
Relationship with the co workers	144
Work Culture	150
Relation with the supervisor	153
Feeling of Safety in the Work Environment	162
Salary and Financial Benefits	174
The Work Itself	186
Job Security	222

In this study, two techniques were adopted for identifying the level of importance the members of staff attach to various facets of job satisfaction. Firstly, the questionnaire containing the charts stating these aspects were served to them with a request to identify the most important aspects. Second, the group discussion sessions

were conducted at various phases of the study, for capturing their perspective. The questionnaire was analyzed using two methods. i.e., First, with the help of Likert Scale and second, by assigning weights. Both of the methods have produced the same results. The table 4.10 and fig 4.10 illustrate this aspect in detail.

Table 4.10 Level of Importance attached to various facets of Job Satisfaction

Ranks	Facets of Job Satisfaction	Scores of Likert Scale	Weighted Index
1	Job Security	492	16428
2	The Work Itself	465	11532
3	Salary and Financial Benefits	462	10092
4	Feeling of Safety in the Work Environment	435	8748
5	Relation with the supervisor	414	7803
6	Work Culture	435	7500
7	Relationship with the co workers	405	6912
8	Commitment towards Professional Development	378	6348
9	Meaningfulness of Job	399	6075
10	Facilities for job specific Training	414	5292
11	Opportunities	378	5043
12	Organization's Social Responsibility	381	4107
13	Flexibility to balance life and work issues	372	3888
14	Inter Personal Communication	324	3675
15	Recognition of Performance	333	3675
16	Organizational Commitment	348	3468
17	Welfare Measures	351	3267
18	Contribution towards Organizational Vision	312	2700
19	Vertical Communication	297	2523
20	Variety in Work	279	2187

Source: Survey Data

Note: The weighted index is the product of scores and the percentages of the scores. Likert scale used is as follows. Very Important-2, Important=1, Unimportant =-1 and Very Unimportant =-2

Fig 4.10 Level of Importance attached to various facets of Job Satisfaction
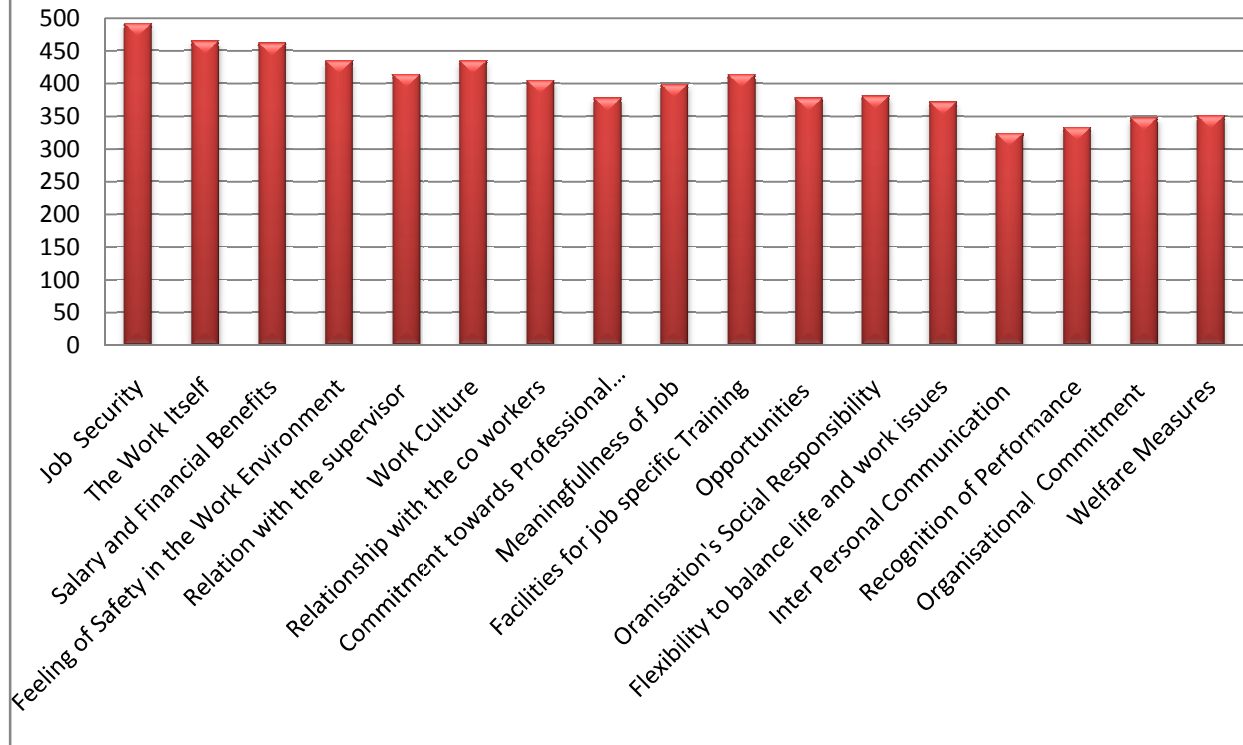
As it is revealed by the survey and the group discussion sessions, job security is the most important concern they identify as the pivotal aspect of job satisfaction, followed by the "Work itself" and "Salary and Financial Benefits". 'Vertical Communication' and 'Variety in Work' are the most neglected aspects by the staff members.

Level of Satisfaction

In this study, level of satisfaction of employees is assessed by using three methods.

First, the sample units were asked to record their preferences in the schedule in which 20 aspects of job satisfaction are given along with the five levels of satisfaction such as: 1)Very Dissatisfied 2)Dissatisfied 3) Indifferent 4) Satisfied 5) Very Satisfied

with a Likert Scale ranking from 1 to 5 in the order the levels appear. Second, is the MSQ long Questionnaire and the third, is the group discussion sessions with the members of the staff.

When they were asked to express their choice of various aspects of satisfaction and level of it, interesting results came out from the recordings in the schedule. The result is summarized in Table 4.11.

Table 4.11
Ranking of Various aspects of Satisfaction

Rank	Facets of Satisfaction
1	Relation with the Immediate Supervisor
2	Salary and Financial Benefits
3	Relationship with the co workers
4	The Work Itself
5	Work Culture
6	Feeling of Safety in the Work Environment
7	Welfare Measures
8	Job Security
9	Organization's Social Responsibility
10	Meaning fullness of Job
11	Flexibility to balance life and work issues
12	Variety in Work
13	Inter Personal Communication
14	Contribution towards Organizational Vision
15	Commitment to Professional Development
16	Organizational Commitment
17	Vertical Communication
18	Opportunities for Advancement
19	Recognition of Performance
20	Facilities for Job Specific Training

Source: Sample Survey

The table clearly portrays the psychological environment in the Calicut University Campus. The employees are satisfied in the vertical relations with the supervisors and Salary and Financial Benefits they enjoy. This has been reiterated in the group discussion sessions and there had been not even a whispering comment on salary and financial benefits. They are quite dissatisfied with the aspects in which the university administration has a role and dominance. Since all of them are permanent

employees, they never have to bother about the issues of job security, the facet which has been pushed down to the lower steps of the ladder in the recorded satisfaction levels employees. This indicates the current perturbing scenario of disciplinary actions and back firing administrative measures which lacks employee support. Most of the employees, particularly those who are in very lower levels of administrative hierarchy and junior positions, that too women employees, who have attended the participation and group discussion sessions were extremely worried about the current policies. It seemed that such worries have rocked the bottom of their confidence and have wreck havoc with their spirit and motivation.

One can very clearly understand from the reflections that the organizational measures to increase employee productivity and involvement are total failures or such measures are absent, or perhaps some negative signals are beamed in the form of disciplinary actions. This implies that there are no attempts on the part of the university administration towards enhancing employee's involvement in the decision making levels. The aspects of job specific training, sharing of the organizational vision with the employees, providing opportunities for advancement, smooth vertical communication to the hierarchy etc are the cruelly neglected areas where the organization should focus in order to create a positive environment and employee friendly policy.

Assessment and Analysis of Level of Satisfaction

Often the disappointment in constructing a theoretical basis for the study of job satisfaction may be due to the inability of researchers to agree on a common assessment device. As it has been stated by Wanous and Lawler (1972,) as far as the measurement of satisfaction is concerned, the data suggest that there is no best way to measure it, as it is clear from the analysis of nine operational definitions of Job Satisfaction. Barret (1972) has identified that one of the major problems confronting industrial psychology was the lack of standardized measurements. In this context, O'Conner, Peters, and Gordon (1978) has suggested for a commonly used measure must be developed for this purpose.

Herzberg, Mausner and Synderman (1959) observed that an extensive review of the literature indicated the Herzberg Two-Factor Theory (Herzberg, Mausner, and Synderman, 1959) as a prominent model for identifying the satisfiers or intrinsic factors and the dissatisfiers or extrinsic factors of the job. Herzberg used a semi-structured interview in his study whereby workers were asked to report a time when they felt exceptionally good or exceptionally bad about their jobs. If the worker described an exceptionally good experience which occurred within a short-range sequence of events, from one day to several weeks, they were asked to relate a bad experience which had occurred within a long - range sequence of events, from several weeks to several years (Herzberg, 1959). If a long-range sequence of events had been reported relative to the good feeling, the respondents were asked to give short-range incidents for the bad feeling. The analyses showed that humans have two different categories of needs which are essentially independent of each other and affect behavior in different ways (Herzberg, 1959).

From the weak points of the Two factor theory and Herzberg's model of Job Satisfaction, there emerged the Job Descriptive Index (JDI) , developed by Smith, Kendall, and Hulin (1969), It is the most used and researched measure of job satisfaction, as most of the researchers feel. The JDI measures five facets of job

satisfaction. Each facet is measured using words or short phases to determine if the word or phrase matches the respondent's assessment of the job satisfaction of that particular facet. The total score on the JDI is supposed to measure total job satisfaction; however, it is now hypothesized that total job satisfaction is more than the sum of facets satisfaction (Scarpelloand Campbell, 1983). The developers of the JDI counter this charge by indicating that the main objective and accomplishment of the JDI is in measuring the satisfaction of the individual facets and not in measuring overall job satisfaction.

The Minnesota Satisfaction Questionnaire (MSQ) was developed by Weiss, Dawis, English, and Lofquist (1967) to measure the individual's satisfaction with twenty different aspects of the work environment and is the second most popular measure of job satisfaction. The MSQ is based on the following rationale:

a) Employees have a set of expectations concerning their work environments that are derived from their histories, individual abilities, and interests;

b) Employees have a set of work attitudes that emerge from the fulfillment of those expectations, and

c) These attitudes make up employees' evaluation of their work environment or job satisfaction.

Table 4.12 compares the facets of job satisfaction envisaged by three dominant approaches to Job Satisfaction.

Table 4.12 Facets of Job Satisfaction: A Comparison

Herzberge Two Factor Model	Job Description Index	Minnesota Satisfaction Questionnaire
1. Advancement 2. Inter personal Relations 3. Salary 4. Supervision 5. Work Itself 6. Achievement 7. Recognition 8. Responsibility 9. Company 10. Policies 11. Security 12. Status 13. Personal Life 14. Possibility of Growth	1. Promotion 2. Co workers 3. Pay 4. Work itself	1. Ability Utilization 2. Achievement 3. Activity 4. Advancement 5. Authorities 6. Policies 7. Compensation 8. Co workers 9. Creativity 10. Independence 11. Moral Values 12. Recognition 13. Responsibility 14. Security 15. Social Service 16. Social Status 17. Supervision Technical 18. Supervision Human Relations 19. Variety 20. Working Conditions

In the present study, the long version of MSQ was used primarily because it is a well-known, gender neutral instrument, that can be administered to either groups, designed to measure job satisfaction. The instrument utilizes a 20- dimension Likert-type scale format and samples both intrinsic and extrinsic reinforcement dimensions with a total of 100 items. It is self-administering with directions for the respondent appearing on the first page of the questionnaire. Instructions for the rating scale are located at the top of each page. Although there is no time limit, completion of the MSQ is typically accomplished by a respondent within 15-20 minutes. Response choices for each item appear in blocks of 20, with items that comprise a dimension appearing in 20 item intervals. The MSQ scales which represent the twenty dimensions of the job are described in Table 4. 13

Table 4.13 : Facets of Job Satisfaction envisaged in MSQ

No	Facets	Description
1	Ability utilization	The chance to do something that makes use of abilities.
2	Achievement	The feeling of accomplishment one gets from the job.
3	Activity	Being able to keep busy all the time.
4	Advancement	The chances for advancement on this job.
5	Authority	The chance to tell other people what to do.
6	Policies and practices	Policies of the company are implemented
7	Compensation	Feelings about pay
8	Coworkers	How one gets along with coworkers
9	Creativity	Opportunity to try one's own methods.
10	Independence	The opportunity to work alone
11	Moral values	The opportunity to do things
12	Recognition	Being recognized for a job well-done
13	Responsibility	Freedom to implement one's judgment.
14	Security	The way a job provides for steady employment.
15	Social service	Being able to do things in service to others.
16	Social status	Having respect for the community.
17	Supervision- Human relations	The relationship between supervisors
18	Supervision-Technical	The technical quality of supervision.
19	Variety	The opportunity to do different things
20	Working conditions	Physical aspects of one's work.

Source: Minnesotta Satisfaction Questionnaire, Long form

Reliability of the Instrument:

It is necessary that the instrument should be tested for its reliability and internal consistency using some statistical tests. In this study, Cronbach's Alpha is used for such testing. Cronbach's alpha is the most common measure of internal consistency ("reliability"). It is most commonly used when we have multiple Likert questions in a survey/questionnaire that form a scale, and we wish to determine if the scale is reliable.

Reliability can be defined in such a way that, when other things being unchanged, a person should get the same score on a questionnaire, if they complete it at two different points of time. Another way to look at reliability is that two people who are the same in terms of the construct being measured, should get the same score.

Statistically it can be said that reliability is based on the idea that individual items or sets of items should produce results consistent with the overall questionnaire. It is observed that values from 0.7 to 0.8 are acceptable values for alpha, and substantially lower values indicated an unreliable scale.

Table 4.14 gives the result of reliability test conducted to ensure internal consistency of instrument used in this study.

Table 4.14
Results of Cronbach's Alpha Test

No	Facets	Alpha co efficient
1	Ability utilization	0.8306
2	Achievement	0.9100
3	Activity	0.8575
4	Advancement	0.9047
5	Authority	0.8912
6	Policies and practices	0.9512
7	Compensation	0.9044
8	Coworkers	0.8374
9	Creativity	0.9431
10	Independence	0.8968
11	Moral values	0.8577
12	Recognition	0.9456
13	Responsibility	0.9137
14	Security	0.8955
15	Social service	0.8445
16	Social status	0.8534
17	Supervision- Human relations	0.8615
18	Supervision-Technical	0.9474
19	Variety	0.8732
20	Working conditions	0.9021
	Total	0.9795

Source: Computed from Sample Data

The results presented in the table indicate that the instruments used for the survey are consistent and reliable, as the alpha co- efficient are comparatively larger.

As a preface to the much deeper analysis of the satisfaction levels, a general picture is carved out from the frequency distribution of scores, is illustrated in Table 4.5, Table 4.16 and Figure 4.16.

Table 4.15 Satisfaction Levels of Employees (General) based on frequency distribution of scores (%)

Facets	Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied
Ability Utilization	3.4	13	24.4	51.6	7.6
Achievement	3.6	6.6	15.3	64.8	9.6
Activity	2	10	11	66.8	10.2
Achievement	3.6	6.6	15.4	64.8	9.6
Advancement	4.6	19	16.8	52.8	6.8
Authority	1.2	8.2	19.4	62.2	9
Policies	9.6	28	25.6	31.2	5.6
Compensation	4	12.6	16.8	52.73	11.2
Co Workers	0.6	7	8	67	17.4
Creativity	3.6	21	22	46.6	3.6
Independence	4.6	16.2	27	46	6.2
Moral Values	2.8	16	20	52.2	9
Recognition	4.2	14.8	20.4	51.4	9.2
Responsibility	2.2	14.4	19	56.2	8.2
Security	4.8	11.6	10.6	62	11
Social Service	1.6	7.2	16.4	59.4	15.5
Social Status	4.8	21	20.4	44.8	9
Supervision Human Relations	5.2	15	16.8	52.8	10.2
Supervision Technical	1.6	7	11	65.8	14.8
Variety	1.4	16	26.2	51.2	5.2
Working Conditions	6.6	17.8	15.6	50.2	9.93
AVERAGE	**3.56**	**13.4**	**17.89**	**55.39**	**9.49**

Source : Computed from Sample Survey

Table 4.16 Satisfaction Levels of Employees (Gender wise) based on frequency distribution of scores

Facets of Satisfaction	Very Dissatisfied		Dissatisfied		Indifferent		Satisfied		Very Satisfied	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Ability Utilization	2.05	4.10	13.52	10.26	20.98	27.18	45.14	51.28	7.21	7.18
Achievement	2.95	5.13	6.89	3.59	14.81	13.55	51.15	70.26	22.95	7.18
Activity	1.23	3.08	14.34	7.05	11.15	8.97	66.89	65.38	7.21	13.33
Advancement	4.23	5.13	17.35	18.46	15.39	14.87	59.57	50.26	3.93	11.28
Authority	1.97	0	8.52	7.69	19.67	18.97	63.61	60.00	6.23	13.33
Policies	8.85	10.77	29.18	26.15	24.26	27.69	34.75	25.64	2.95	9.74
Compensation	4.59	3.08	10.49	15.90	16.07	17.95	61.31	46.15	7.54	16.92
Co Workers	1.09	0.51	5.57	11.79	8.52	9.23	69.51	84.62	15.74	25.13
Creativity	5.25	1.03	18.36	25.13	25.90	15.90	46.56	46.67	3.93	9.57
Independence	3.93	5.64	12.79	23.08	34.10	21.54	45.90	51.28	3.28	9.74
Moral Values	2.30	3.59	10.82	24.10	20.33	19.49	58.36	42.56	8.20	10.26
Recognition	4.92	3.08	11.80	19.49	19.34	22.05	56.72	43.08	7.21	12.31
Responsibility	1.97	2.56	13.11	16.41	17.70	21.03	59.34	51.28	7.87	8.72
Security	5.57	3.59	9.84	14.36	11.48	9.23	63.28	60.00	9.84	12.82
Social Service	0.98	2.56	6.56	8.21	20.98	9.23	60.98	56.92	10.49	23.08
Super Vision HR	4.92	5.64	12.46	18.97	16.72	16.92	58.03	44.62	7.87	13.85
Social Status	5.25	4.10	18.69	24.62	18.36	23.59	50.49	35.90	7.21	11.79
Super Vision Tech	5.25	1.54	18.69	7.69	18.36	9.23	70.49	49.74	10.82	26.67
Working Conditions	4.59	1.54	5.57	7.69	11.80	9.23	49.51	49.74	8.85	26.67
Variety	1.31	1.54	20.33	17.96	16.72	28.72	54.75	45.64	5.57	4.62
AVERAGE	3.66	3.41	13.24	15.43	18.13	17.23	56.32	51.55	8.25	13.71

Source :Computed from the Sample Survey Data.

Fig 4.16 Satisfaction Level - General and Gender wise (Percentages)
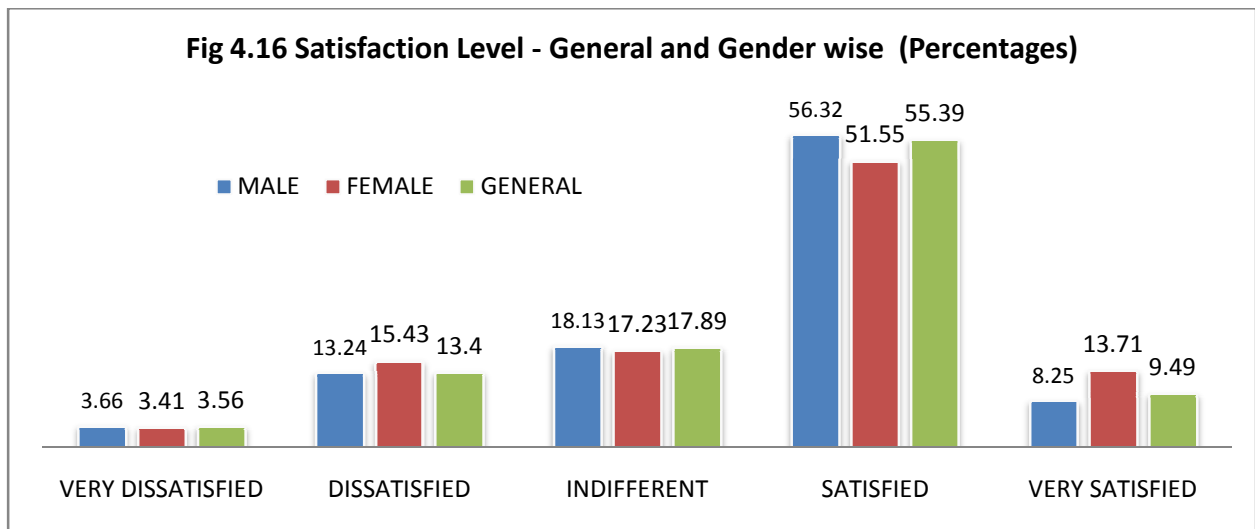
As it is clear from the tables and figure that illustrate the levels of satisfaction, one can easily decipher that the employees of Calicut University, as a group, are satisfied, as 55.39 are satisfied while 9.49 are very much satisfied in the current situations. In other words, 64.88 per cent of the staff members are satisfied with the present system of administration and work environment. However, the high percentage of indifference to the tune of 17 to 18 per cent, roughly one fifth of the sample, is very serious and alarming. It is the chronic dissatisfaction or the belief that nothing will be working out for better that, rule and rein them. It is a situation something beyond dissatisfaction. Similarly, an equal portion of the staff members are dissatisfied or very dissatisfied. Though more than 50 per cent are satisfied, it is a big a question that how a service institution under public sector can go along with the employees of whom 18 per cent each are dissatisfied and indifferent.

A gender wise distribution provides more insight into the dynamics of job satisfaction. When the percentages of Satisfied and Very Satisfied are put together, the male and female counterparts are equal with 64.57 and 65.26 percentages. This clearly indicates that there is not much variation among the male and female employees in the case of levels of satisfaction and gender is not a factor in the case of job satisfaction.

A category wise picture will make this situation clearer. As the University non-teaching staff members fall into various cadres, it is useful to analyse the job satisfaction among them. Table 4.17 and fig 4.18 explain these aspects in detail.

Table 4.17 Satisfaction Levels of Employees (Designation-wise) based on frequency distribution of scores

Facets of Satisfaction	Very Dissatisfied		Dissatisfied		Indifferent		Satisfied		Very Satisfied	
	Assistants	Supervisory Staff	Assistants	Supervisory Staff	Assistants	Supervisory Staff	Assistants	Supervisory Staff	Assistants	Supervisory Staff
Achievement	4.29	1.33	12.00	15.33	22.00	30.00	53.71	46.67	8.00	6.67
Activity	6.57	3.33	4.29	12.00	13.14	20.67	67.14	59.33	11.71	4.67
Advancement	2.29	1.33	7.14	16.67	8.29	15.33	70.86	60.67	10.29	6.67
Authority	6.57	2.67	18.86	26.67	12.86	15.33	55.43	46.00	6.29	8.67
Policies	1.71	0.00	6.00	13.33	20.86	16.00	61.43	64.00	10.00	6.67
Compensation	12.00	4.00	24.29	36.67	24.86	27.33	34.57	23.33	4.29	8.67
Co Workers	5.71	0.00	14.29	8.67	16.29	18.33	51.34	65.33	12.57	8.00
Creativity	0.86	0.00	8.00	4.67	5.71	13.33	68.57	63.33	16.86	18.67
Independence	5.14	0.00	22.57	17.50	18.57	31.94	46.57	43.33	7.14	6.67
Moral Values	6.29	0.67	14.57	20.00	24.86	32.00	48.29	40.67	6.00	6.67
Recognition	3.71	0.00	15.14	18.00	19.14	22.00	53.71	48.67	7.33	10.67
Responsibility	6.00	0.00	12.86	20.00	20.00	19.17	50.29	55.83	10.86	5.33
Security	3.14	0.00	13.71	16.00	19.43	18.00	54.29	60.67	9.43	5.33
Social Service	6.86	0.00	13.43	7.33	11.43	8.67	60.29	66.00	8.00	18.00
Super Vision HR	2.29	0.00	6.29	9.33	14.86	20.00	56.86	65.33	19.71	5.33
Social Status	7.14	9.17	14.57	15.00	15.43	17.50	53.43	55.00	9.43	11.33
Super Vision Tech	4.86	1.48	14.86	12.94	22.29	16.99	41.71	60.84	9.43	8.99
Working Conditions	2.00	0.67	6.57	7.33	9.71	14.00	63.71	70.67	18.00	7.33
Variety	8.29	2.67	20.29	12.00	17.43	11.33	44.00	64.67	8.57	9.33
AVERAGE	1.90	3.33	18.00	13.33	26.86	30.89	48.57	46.00	4.86	6.00

Source: Computed from Sample Survey Data.

Fig 4.17 Satisfaction Level -DESIGNATION WISE (Percentages)
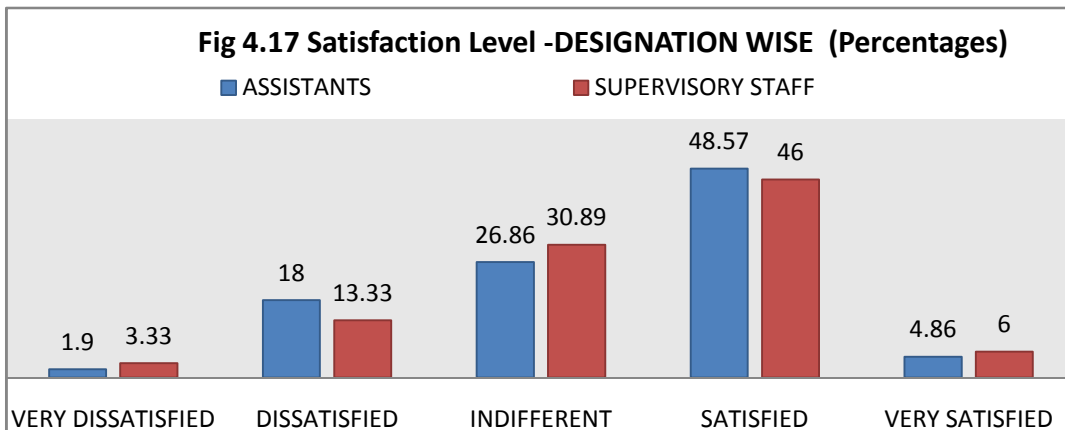
It is apparent that there is no definite trend in the satisfaction levels of employees when it is looked from the angle of designation as Assistants and Supervisory Staff. While more or less an equal share of them are quite indifferent to all these exercises, around half of each categories are satisfied. The percentage of very much satisfied is much less.

Over qualification is another issue that often surface in the discussions of satisfaction of service sector employees. In the case of Calicut University, around 50 to 80 per cent of employees are over qualified and the issue is highly relevant. It can be seen that from the tables 4.18, 4.19 and Fig 4.18, that over qualification did not have much influence on the satisfaction levels of employees in Calicut University. The summary of the analysis makes this apparent and reveals more facts about his aspect.

Table 4.18   Satisfaction Levels (Averages) of Employees –Over Qualified

Facets of Satisfaction	Very Dissatisfied		Dissatisfied		Indifferent		Satisfied		Very Satisfied	
	Over Qualified	Qualified	Over Qualified	Qualified	Over Qualified	Qualified	Over Qualified	Qualified	Over Qualified	Qualified
Ability Utilization	4.56	14.12	11.93	14.42	25.26	23.26	49.47	54.42	8.772	6.047
Achievement	5.61	6.04	7.018	6.047	14.14	16.88	63.51	66.51	9.825	9.302
Activity	3.15	11.63	8.772	11.63	11.93	9.767	68.77	64.19	7.368	13.95
Advancement	5.26	20.93	14.04	20.93	15.44	17.21	58.95	48.84	6.316	8.372
Authority	1.40	24.65	10.18	5.581	17.19	22.33	65.61	57.67	5.614	13.49
Policies	14.04	13.49	30.53	24.65	22.81	29.3	28.07	35.35	4.561	6.977
Compensation	2.45	16.74	11.93	13.49	16.49	17.21	60.70	48.37	8.421	14.88
Co Workers	0	12.56	6.316	7.907	7.368	8.837	70.18	61.24	16.14	19.07
Creativity	6.31	9.32	20	22.33	21.4	22.79	47.02	46.05	5.263	8.837
Independence	3.50	13.49	18.25	13.49	28.77	24.65	44.91	47.44	4.561	8.372
Moral Values	3.50	14.88	15.44	16.74	22.11	17.21	52.98	51.16	5.965	13.02
Recognition	5.26	18.14	16.49	12.56	22.46	17.67	52.28	50.23	3.86	16.74
Responsibility	2.10	6.97	18.25	9.302	16.49	22.33	56.84	55.35	6.316	10.7
Security	3.50	15.81	10.18	13.49	11.58	9.302	64.21	59.07	10.53	11.63
Social Service	1.40	19.07	6.316	8.372	17.19	15.35	65.61	51.16	9.474	23.26
Super Vision HR	1.40	3.72	6.316	14.88	17.19	11.16	65.61	55.81	9.474	10.7
Social Status	3.50	7.442	15.09	18.14	21.05	22.33	50.53	42.79	9.825	13.02
Super Vision Technical	1.05	2.32	6.667	6.977	10.18	12.09	69.47	60.93	12.63	17.67
Working Conditions	2.33	5.11	16.14	15.81	28.07	23.72	47.72	55.81	5.965	4.186
Variety	7.71	0.465	16.84	19.07	15.09	16.28	56.14	42.33	4.211	17.21
AVERAGE	3.91	3.02	13.33	13.79	18.11	17.98	56.93	52.73	7.75	12.37

Source: Computed from Sample Data

Table 4.19 Summary of Satisfaction Levels (Averages) of Over Qualified and Qualified Employees

Category	Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied
General	3.56	13.4	17.89	55.39	9.49
Over Qualified	3.91	13.33	18.11	56.93	7.75
Qualified	3.02	13.79	17.98	52.73	12.37

Source: Computed from Sample Data

Fig 4.18 Summary of Satisfaction Levels -Qualified and Over Qualified
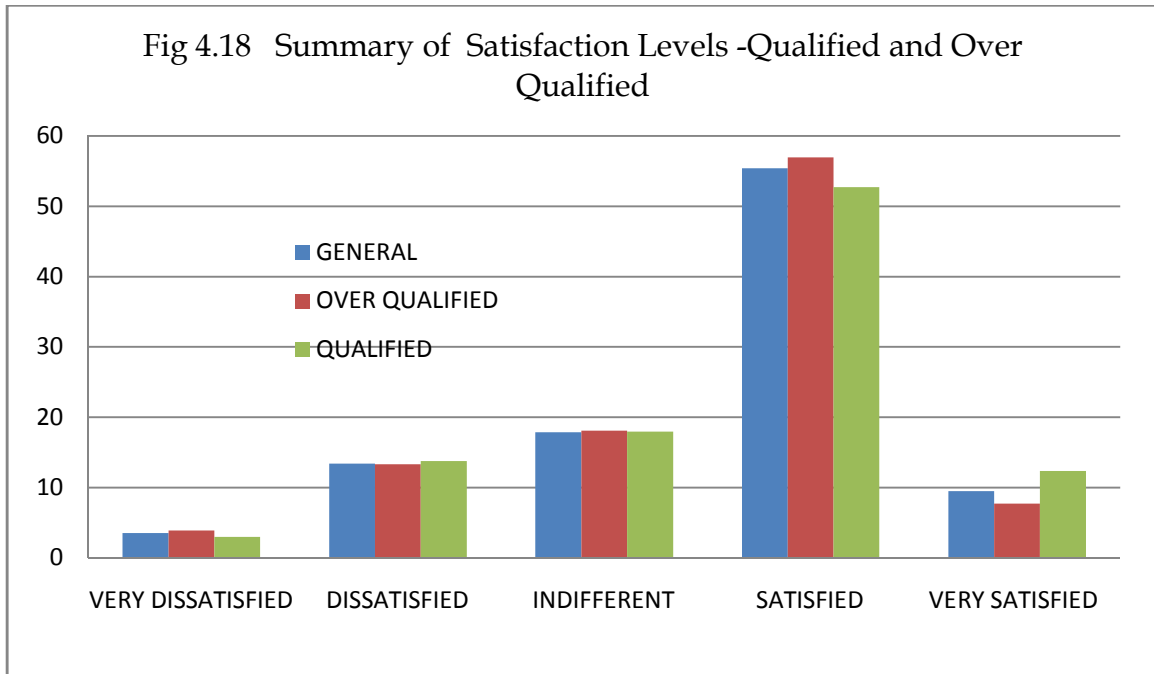
What is clear from the Fig 4.18 is that both the category of people has a significant percentage of employees who are indifferent towards these aspects. This is an alarming situation that should be of deep concern for the authorities, if they have an eye on the better performance of the employees and better service to the public. Another aspect that needs to be very seriously noted is that more qualified employees are more satisfied than the just qualified people, perhaps which may suggest for a 'u' turn that the level of satisfaction goes with qualification and not in the reverse order. In other words, higher levels of qualification makes one more satisfied than the just qualified employees. Perhaps, higher education levels may be an urge for higher values in life and a more contented life with fewer ambitions and less frustrations. Better awareness among them might have ignited their inner core to behave in more contented way and lead a well satisfied life.

Analysis of Weighted Scores of Satisfaction

In this study, weights are assigned to the satisfaction levels as follows.

Levels	Weights assigned
Very Dissatisfied	1
Dissatisfied	2
Indifferent	3
Satisfied	4
Very Satisfied	5

The weighted scores are worked out for the sample population and indexed to identify which facet has been identified as the most relevant one among the 20 facets. It can be seen from the table 4.20 that the employees have found highest satisfaction with the aspect of 'Co-workers' and the lowest on the 'Policy of the University'. The satisfaction scores clearly indicate the true levels of satisfaction as the institution has been undergoing frequent employees strikes on the policy of the university on promotion, decision making, posting of employees etc. This indicates that the university has to focus on the aspect of employees' policy and provide a healthy environment for the best satisfaction and better output for the public, less they will be wasting public funds to feed the dissatisfied employees and providing poor services to the public. There is no doubt that the feeling of dissatisfaction of the employees is about to reflect on the service aspects of the employees and their attitude. Hence, the poor policy of the university authorities causes to result in the loss of the efficient service to the public, which is the right of them, as per the recent legislations.

The above results need further interpretation and it needs to be seen in the context of the recent policy of the university regarding its employees. Apart from the integration of ICT to the administration and the consequent provisions for its implementation, there has not been a consistent policy towards enhancing the productivity of the employees. In fact, the University consistently lacks man power

management policy. Except the Salary and Promotions, the general welfare of the employees is hardly taken into account. The health, mental health and physical health of the employees are not catered by the University, except the Health Center, which functions on the routine manner without any kind of sophisticated equipments or specialist doctors. This is happening in a University with more than 2000 and odd employees. University has to take care of the mental health of   the employees, who are forced to work under stress and strain. The current scenario of transformation to digital university has created anxieties among those who are less computer savy and those who are at the fag end of the ranks. A fear of being a thrown out often rules them. No such facilities can be found in the campus. Stress management trainings, periodic Relaxation Sessions, Interaction sessions with the authorities may contribute towards this end. Along with the major portion of the employees expressing satisfaction in the functioning of the university, it is due to this aspect that a reasonable proportion of the employees are unhappy over the situation.

Table 4.20 Weighted Scores of Satisfaction (GENERAL)

Rank Of Scores	Facets Of Satisfaction	Weighted Scores
1	Co -Workers	5643
2	Social Service	5470
3	Activity	5445
4	Achievement	5409
5	Authority	5409
6	Security	5277
7	Responsibility	5184
8	Ability Utilisation	5136
9	Moral Values	5094
10	Sup HR	5064
11	Variety	5064
12	Recognition	5061
13	Compensation	5030
14	Advancement	4971
15	Working Conditions	4943
16	Independence	4902
17	Creativity	4878
18	Social Status	4848
19	Sup Technical	4440
20	Policies	4344

Source: Sample Survey

Fig 4.20 Weighted Scores of Job Satisfaction

Weighted Scores of Satisfaction - Gender wise

A closer look at the gender wise picture of weighted scores of satisfaction provides a deeper picture. It can be seen that Activity has been identified with highest weighted score by the female employees; it is Supervision Technical that has been put at the highest level by the male employees. Tables 4.21 and 4.22 and respective figures illustrates this aspect in detail.

Table 4.21: Weighted Scores of Satisfaction - Gender wise –Male Employees

Facets of Satisfaction	Weighted Scores
Super Vision Technical	3513
Achievement	3480
Responsibility	3417
Activity	3342
Authority	3327
Social Service	3312
Independence	3288
Moral Values	3276
Compensation	3264
Ability Utilization	3228
Security	3216
Super Vision HR	3216
Variety	3204
Recognition	3198
Working Conditions	3090
Social Status	3072
Advancement	3060
Creativity	3036
Co Workers	2979
Policies	2688

Source : Computed from Sample Survey

Fig 4.21 Weighted Scores of Job Satisfaction GENDER WISE Male Employees

Table 4.22 Weighted Scores of Satisfaction –
Gender wise – Female Employees

Facets of Satisfaction	Weighted Scores of Satisfaction
Activity	2622
Independence	2598
Creativity	2554
Co Workers	2546
Security	2472
Moral Values	2445
Social Service	2406
Advancement	2400
Compensation	2377
Super Vision HR	2370
Social Status	2361
Super Vision Technical	2313
Recognition	2298
Responsibility	2238
Policies	2172
Variety	2172
Authority	2154
Achievement	2052
Working Conditions	1983
Ability Utilization	1914

Source: Computed from Sample Data

Fig 4.22 Weighted Scores of Job Satisfaction GENDER WISE Female Employees
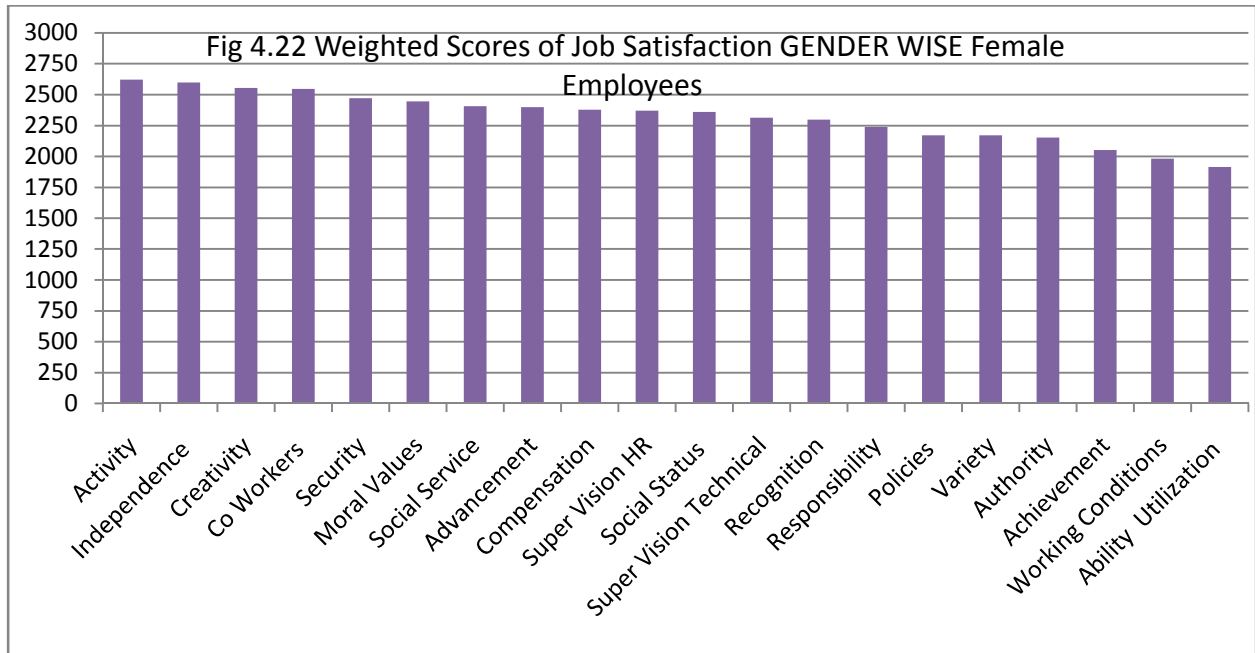
Fig. 4.22: Weighted Scores of Satisfaction - Gender wise –Female Employees

The analysis of gender wise weighted scores of job satisfaction has made it clear that the perspectives of male employees and female employees are quite different. The first five facets of Job Satisfaction identified by both these groups sharply differs and only one facet can be found to be commonly accepted, that too, the first one of the female employees have been placed as the fourth one by the male employees. While Technical Supervision has been placed at the top of the facets by the male employees, the female employees have identified it at the 12th position.

Chapter Five

RESULTS & DISCUSSION

This chapter essentially makes an attempt to analyze the results and discuss various dimensions of them.

It can be seen from the forgoing analysis that the demographic factors such as age, gender, or pay has nothing to do with the general satisfaction levels of employees. Even the over qualification has failed to reflect on the satisfaction levels of employees and instead it has shown that there is some kind of reverse relationship between these and the over qualified employees have been found to have more satisfaction in the current scenario of Calicut University. Despite the slightest variations reflected, the employees of Calicut University appear to be a satisfied lot, as those who are not satisfied constituted a very small segment. The policy of the university administration, the work environment and lack of the updating facilities in their profession has hampered the levels of satisfaction to a large extent. The digitalization efforts, the easiness of the work has played the roles, but the lack of welfare measures such as Health Care, Stress reduction efforts, Recreation Facilities, Counseling Facilities and the provision for the updating of the employees etc have hampered their satisfaction.

The various facets of the Job Satisfaction as revealed by the survey underscores interesting revelations. Let us revisit those findings for a fruitful discussion.

- The facets of job satisfaction that the employees regard as the most important are the job security and the work itself pushing down the vertical communication and variety in work to the fag ends of the spectrum.

- The study has revealed that the employees are satisfied in the vertical relations with the supervisors and Salary and Financial Benefits they enjoy. There has been deep dissatisfaction with the university administration regarding the policy pursued by them. The current perturbing scenario of disciplinary actions and backfiring policy of the administration have reflected

in the group discussion sessions.   The aspects of job specific training, sharing of the organizational vision with the employees, providing opportunities for advancement, smooth vertical communication to the hierarchy etc are the cruelly neglected areas where the organization should focus in order to create a positive environment and employee friendly policy.

- The demographic factors such as age, gender, or marital status have nothing to do with the general satisfaction levels of employees.

- The sample is a lot with more than 60 per cent quite satisfied in all facets considered in the study. While 55 per cent are satisfied and 9.49 percent are very much satisfied leaving 16 percent of dissatisfied persons. It can be generally concluded that university employees are a more or less satisfied group of employees.

- A gender -wise break up leaves the picture more or less unaltered. It shows that among female employees, there are more of them as satisfied than male employees as the share of satisfied and very satisfied adds to 65.75 in the case of female, while it is 64.87 in the case of males. This is quit insignificant to search for any sound reason for the difference. Perhaps, it may be due to the fact that female employees, being more committed, loyal and less ambitious, hardly bother about the environment where they are working. They learn to adjust with the circumstances where they reach or placed. However, when the satisfied group is concerned, it is the male who exceeds the female in percentages. In the case of very much satisfied group, female exceeds the male. This cannot be a gender based effect, as it is   infinitesimal when the figures are counted.

- When the category wise analysis is attempted, it is clear that among the satisfied group of employees, the assistants exceed the supervisory staff. But in the case of very satisfied group, the supervisory staff exceeds the assistants slightly. When both these levels of satisfaction are put together, the assistants exceed the supervisory staff.

- A very crucial point has been revealed when the analysis has been extended to the divergent groups of qualified and over qualified. Contrast to the hypothesis that the over qualified are more dissatisfied in general, it is that group which has exceeded the qualified among the satisfied group and very satisfied group, and both groups put together, as well. This has made clear that there is no such an aspect of over qualification as far as satisfaction is being considered.

- A very large number of persons are indifferent to this kind of aspects and this shows that they are worse than dissatisfied. Indifference comes when one feels helpless or effortless as far as any change in the situation is concerned .Regardless of qualification, gender and position as well, there are a sizable percentage of indifferent people.

- However, when the weighted scores of satisfaction was taken into account, it is seen that there is variations in the perspectives of employees regarding what constitutes satisfaction and on what facets they choose. The sample in general identified Co workers and Social Service as the most prominent facet, but when the gender wise position is analyzed, it can be seen that Technical Supervision and Achievements comes to forefront for the males. The female employees have identified activity and independence as the most satisfied aspects and have thrown variety and authority as the facets on which they are most dissatisfied.

The study has highlighted the so far neglected area of manpower management by the universities. Quite unlike in the Corporate Sector, public sector service institutions are groping in darkness as far as man power management is concerned. The authorities are under the impression that simply appointing persons will put a start to the functioning. Universities in Kerala should focus on Man power Management and should institute HR departments to take care of the employees' satisfaction. Unless the employees are satisfied and motivated, it may not be possible for them to tap the most

efficient and productive service for the public. Such a situation is identical to employing inefficient people in strategic and key areas of service sector resulting in poor service, squandering public funds. These institutions can hardly go a long way by ignoring the HR sector and will have to go for it very shortly.

There has been a general consensus in the perspective of employees regarding the welfare measures for the employees. Calicut University Campus is a place where more than 2500 staff members join together and around 50 per cent of them stay together in the University Quarters and owned houses close to the campus. Welfare measures such as Accommodation Facilities, Health Club, Education Facilities, Recreation Facilities, Reservation Facility for Children of the Staff in the Professional Colleges and Academic Departments etc can be considered.

Another aspect totally neglected by the administration of the university is the area of training and orientation for the Administrative Staff Members. There is a skill gap slowly emerging in the capacity of employees, as the administration go for modernization and technological changes. Training Programs in Soft Skills, Time Management, Stress Management etc needs to be organized periodically for updating the skills of the employees.

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Chapter Six
CONCLUSION

Introduction

The study has been undertaken to examine the job satisfaction profile of the over qualified non-teaching employees of Kerala, with special reference to University of Calicut, the largest and second oldest university in Kerala. The study has been constrained and guided by the objectives such as to measure the job satisfaction levels of employees in the university of Calicut, understand the perception towards their organization, analyze the attitude towards their work, to identify the motivating factors and those factors that cause dissatisfaction with a sole purpose of suggesting measures to improve the effective performance of the employees for a positive policy intervention.

The study is based on a sample of 300 non teaching employees of Calicut University. As stated earlier, Calicut University has the staff strength of 2097 members in the pay rolls, of which 442 are teaching faculty members and 1655 are administrative staff members. Out of which 300 employees were randomly selected for direct personal interview using an interview schedule.

The study has used both the primary and secondary data as well. The data sources were the published reports of university such as latest Annual Reports and recent Budget estimates and the primary survey conducted using the long form of Minesotta Satisfaction Questionnaire. To supplement and reinforce the inferences emerging from the quantitative attempts, qualitative attempts such as participant observations and group discussion sessions were largely held with the employee groups and inferences were drawn and this has served as the vital tools of data gathering.   Data have been analysed using several statistical techniques and packages. The report is presented in six chapters.

What surfaced strikingly from the in depth study is that there is no such a factor as over qualification that determines the job satisfaction of employees. It has proved to be a weak link and it has nothing to do with the job satisfaction profiles of the

employees, confirming what is generally perceived and hypothesized. The study has proved and accepted the hypothesis stated in the beginning of the report.

The summary of the findings are grouped under the following heads

1. Satisfaction: Perspectives and Levels
2. Over Qualification and Satisfaction: Some facts
3. Suggestions and Policy Prescriptions

Satisfaction: Perspectives and Levels

The most vital focus of the study has been the perception and perspective of satisfaction of the university employees. As it is well known, Job satisfaction, is a mental state as well as a result of the impact of several physical and environmental factors from pay, perks, promotion, job security, work culture to the most undefined and purely subjective aspects like meaningfulness of job, variety in work, relations etc. One can hardly disagree with the fact that it is a phenomenon, hardly quantifiable, where the quantitative techniques fail to unearth the truth. However, the group discussion sessions with different sections of the employees have brought to light some facts about the facets of job satisfaction, what constitutes job satisfaction and what determines the levels.

Generally, this study has adopted two techniques for identifying the level of importance the members of staff attach to various facets of job satisfaction.

- First, the questionnaire containing the charts stating these aspects were served to them with a request to identify the most important aspects.
- Second, the group discussion sessions were conducted at various phases of the study, for capturing their perspective.

The questionnaire was analyzed using two methods viz., First, with the help of Likert Scale and second by assigning weights. The weighted index is the product of scores and the percentages of the scores. Likert scale used is as follows. Very Important-2, Important=1, Unimportant =-1 and Very Unimportant =-2. It is interesting that both

of the methods have produced the same results. As it is revealed by the survey and the group discussion sessions, *Job security* is the most important concern they identify as the pivotal aspect of job satisfaction, followed by the *Work Itself* and *Salary and Financial Benefits.*   Another two facets identified by them as the important aspects of job satisfaction are *Welfare Measures* and the *Commitment of the Organization*. Vertical Communication and variety in work are the most neglected aspects by the staff members. This clearly makes it apparent that as far as the university employees of non teaching category are concerned they conceive job satisfaction from the perspective of job security and pay packets. They are satisfied in these aspects and they consider these two as the major determinants of job satisfaction. In other words, this implies that they are satisfied in these aspects and they consider them as the important aspects to make them satisfied.

The study has used three complementary methods for analyzing the level of job satisfaction of the employees.

- First, the sample units were asked to record their preferences in the schedule in which 20 aspects of job satisfaction were given along with the four levels of satisfaction such as 1.)Very Dissatisfied 2.) Dissatisfied 3.) Indifferent 4.) Satisfied 5.) Very satisfied with a Likert Scale ranking from 1 to 5 in the order the levels appear.
- Second, is the MSQ long Questionnaire and
- Third is the participant observation techniques and group discussion sessions as well with the members of the staff.

Interesting results emerged from their expression of their choice of various aspects of satisfaction and the level of it. The result is a clear portrait of psychological environment in the Calicut University Campus. The employees are satisfied in the vertical relations with the supervisors and Salary and Financial Benefits they enjoy. This has been reiterated in the group discussion sessions and there had been not even a whispering comment on salary and financial benefits. They are quite dissatisfied with the aspects in which the university administration has a role and dominance. Since all of

them are permanent employees, they never have to bother about the issues of job security, the facet which has been pushed down to the lower steps of the ladder in the recorded satisfaction levels employees. This indicates the current perturbing scenario of disciplinary actions and the often back firing administrative measures which lacks employee support. Most of the employees, particularly those who are in very lower levels of administrative hierarchy and junior positions, that too women employees, who have attended the participation and group discussion sessions were extremely worried about the current policies. It seemed that such worries have rocked the bottom of their confidence and have wreck havoc with their spirit and motivation. One can very clearly understood from the reflections that the organizational measures to increase employee productivity and involvement are total failures or such measures are absent, or perhaps some negative signals are beamed in the form of disciplinary actions. This implies that there are no attempts on the part of the university administration towards enhancing employees involvement in the decision making levels. The aspects of job specific training, sharing of the organizational vision with the employees, providing opportunities for advancement, smooth vertical communication to the hierarchy etc are the cruelly neglected areas where the organization should focus in order to create a positive environment and employee friendly policy. This observations, in fact, corroborate with the news headlines about the university that has appeared recently.

Over Qualification and Job Satisfaction: Some Facts

The study has accepted the hypothesis that over qualification has no particular impact on the levels and perspective of job satisfaction of the non teaching employees of University of Calicut. Prima facie, it may appear that there is a strong negative correlation between the levels of satisfaction and higher qualifications. However, the study has proved that better qualification has made them more satisfied than the others. Knowledge and Wisdom, in fact, make people to understand the situation and adopt an

extremely positive attitude even in the poor odds. As far as the issue of over qualification is concerned, the study has revealed the following facts

1. Over Qualification is a salient factor in the environment of university services

2. Most of the over qualified employees have willingly accepted the job meant for less qualified, deliberately and wholeheartedly, as no better option is visible in the nearest horizon.

3. In all most all of the age and professional groups, over qualified are majority group.

4. They have expressed higher levels of satisfaction, compared to the others.

5. Rather than the issue of over qualification and its impact on job satisfaction, the most serious concern is the policy of the organization that deeply hampering the levels of satisfaction of the employees.

Suggestions and Policy Prescriptions

From the study, a number of suggestions and policy prescriptions have been emerged to increase the level of   job satisfaction among the university non-teaching employees. These suggestions are very relevant considering the higher proportion of indifferent segment is alive in the system. Some of the suggestions are placed here for policy measures.

• There is an urgent need to set up a Human Resource Management Cell in the University so as to deploy the Non-teaching employees according to their qualifications and experience.

• Some of the welfare measures very necessary for maintaining a happy employee like provision of better accommodation facilities, health insurance, health club, retiring rooms for both the male and female staff, Modern health care facilities etc., can be thought of.

• The university has so far not taken care of the needs of physically challenged non-teaching employees. Their number is found to be increasing. So, special

facilities like ramp, user-friendly toilets for their special need etc.,   are to be addressed to.

- Since there are large number of overqualified personnel among the Non-Teaching staff, provision may be made for absorbing a certain percentage of them in the academic departments on merit.

- Continuous training is one of the weak link in the administrative wing of the university is concerned. The ever changing public administration using the ICT demands hands on experience and training.   Though the UGC and State governments have provisions for such activities, the University has not effectively used it for the purpose.   Hence, there is scope for opening such training avenues on a continuing basis to the non-teaching staff as well.

- Using the facilities of the Academic Staff College and IMG, Training Programs in Soft Skills, Time Management, Stress Management etc., need to be organized periodically for updating the skill set of the employees.

- One of the very important issues that have come up during the group discussion session was about the policy of the University administration. As universities are politically sensitive zones, no authority can move on without taking into confidence the employees' organizations.   Hence, a democratic decision making in matters affecting the employees is the dire need of the day.

- In the model of the Best Teacher Award, the University can promote Best Non-Teacher Award for various categories of staff so as to boost their morale and confidence.
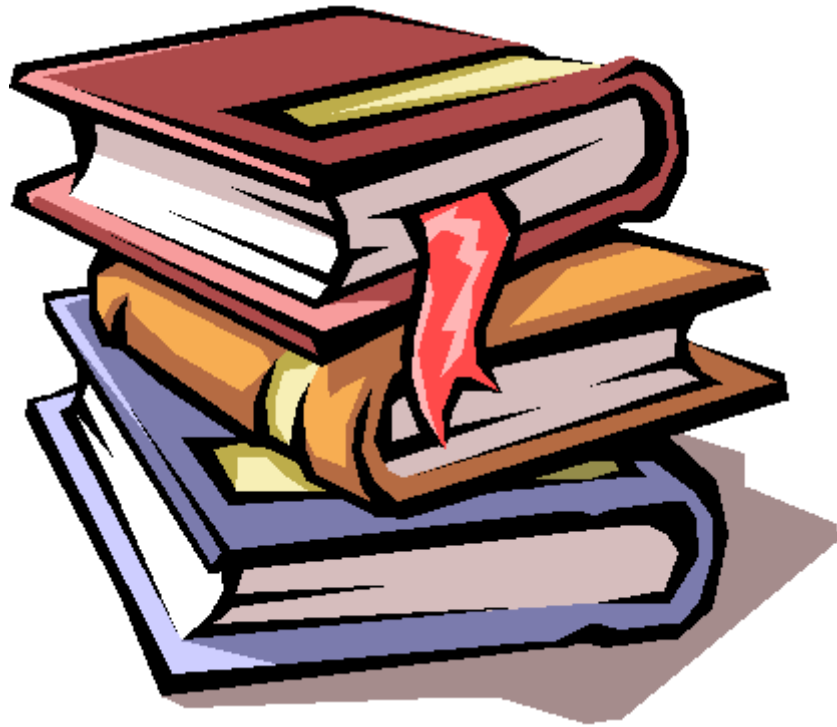
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JOB SATISFACTION AMONG THE OVER QUALIFIED NON-TEACHING EMPLOYEES OF UNIVERSITIES IN KERALA
RESEARCH PROJECT SUPPORTED BY KILE, GOVT OF KERALA, TRIVANDRUM

The Information provided will be kept confidential and used for research purpose only

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The purpose of this questionnaire is to give you a chance to tell how you feel about our present job, what things you are **satisfied** with and what things you **not satisfied** with.

On the basis of your answers and those of people like you, we hope to get a better understanding of the things people **like and dislike about their jobs**

On next page you will find statements about your **present** job.

- Read each statement carefully.
- Decide how **satisfied you feel about the aspect of your job** described by the statement.
  Keeping the statement in mind:

  ➢ If you feel that your job gives you **more than you expected,** check the box under **VERY SATISFIED**
  ➢ If you feel that your job gives you **what you expected,** check the box under **SATISFIED**
  ➢ If you cannot make up your mind whether or not the job gives you what you expected, check the box under **INDIFFERENT**
  ➢ If you feel that your job gives you **less that you expected**, check the box under **DISSATISFIED**
  ➢ If you feel that your job gives you **much less that you expected,** check the box under **VERY DISSATISFIED.**

 Remember: Keep the statement in mind when deciding **how satisfied you about that aspect of your job.**

- Do this for **all** statements. Please answer **every** item.
- Be frank and honest: Give a True picture about your job

I GENERAL INFORMATION

1. Age   : (1) Below 30   (2) Between 31-45   (3) Above 46

2. Educational Qualification   (1) Ph.D.   (2)P.G   (3)Degree   (4) Others

3. Gender   : (1)Male   (2) Female

4. Current Post
     : (1)Cleri. Asst: (2) Asst: (3) Asst. Sec.Officer   (4) S.O   (5) A.R

       (6) DR /JR   (7) Others: …………………………………..

5. Dept/Branch

6. Joining Year

7. Minimum Educational Qualification for the present post   :

8. Latest Pay in Rs:

II. LEVEL OF IMPORTANCE ATTACHED TO VARIOUS ASPECTS OF JOB SATISFACTION

Please tick one of the boxes against the statements listed below to indicate your preferences towards the aspects of job satisfaction

No	Aspects	Most Important	Important	Unimportant	Least Unimportant
1	Salary and Financial Benefits				
2	Welfare Measures such as Loans, Health, Children's Education				
3	Job Security				
4	Opportunities to use skill and abilities				
5	Recognition of Performance and Opportunities for Personal Growth				
6	Over all Work Culture				
7	Relationship with the immediate superior				
8	The work itself				
9	Over all Work Culture				
10	Development Opportunities				
11	Commitment of the Universities towards the Professional Development				
12	Facilities for job specific Training				
13	Flexibility to balance life and work issues				
14	Meaningfullness of Job				
15	Feeling of Safety in the Work Environment				
16	Relationship with the co workers				
17	Variety in the Work				
18	Organisational Commitment to Green Work Place				
19	Contribution of Work to Orgnisations Vision				
20	Interpersonal Communication in the Organization				

II. LEVEL OF SATISFACTION INV Source: Computed from Sample Data

ARIOUS ASPECTS OF JOB SATISFACTION

No	Aspects	Very Satisfied	Satisfied	Indifferent	Dissatisfied	Very Dissatisfied
1	Salary and Financial Benefits					
2	Welfare Measures such as Loans, Health, Children's Education					
3	Job Security					
4	Opportunities to use skill and abilities					
5	Recognition of Performance and Opportunities for Personal Growth					
6	Over all Work Culture					
7	Relationship with the immediate superior					
8	The work itself					
9	Over all Work Culture					
10	Development Opportunities					
11	Commitment of the Universities towards the Professional Development					
12	Facilities for job specific Training					
13	Flexibility to balance life and work issues					
14	Meaningfullness of Job					
15	Feeling of Safety in the Work Environment					
16	Relationship with the co workers					
17	Variety in the Work					
18	Organisational Commitment to Green Work Place					
19	Contribution of Work to Orgnisations Vision					
20	Interpersonal Communication in the Organization					

ABILITY UTILISATION

1. The chance to do the kind of work I can do the best

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

2. The chance to do works that is more suited to my abilities

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

3. The chance to be connected with very important people

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

4. The chance to be important in the eyes of others

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

5. The chance to work away from others

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

ACHIEVEMENT

6. The chance to be active much of the time

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

7. Being able to do something much of the time

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

8. Being able to stay busy

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

9. The chances to be "on the go" all the times

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

10. Being able to keep busy always

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

ACTIVITY

11. The chance to be active much of the time

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

12. Being able to do something much of the time

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

13. Being able to do something worthwhile

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

14. The chances to be on the go all the times

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

15. The feeling of doing something important for the students and community

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

ADVANCEMENT

16. The opportunities for advancement in the job

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

17. The chances of getting ahead on this job

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

18. The way promotions are given out in this job

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

19. The chances of advancement in the job

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

20. My chances of advancement

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

AUTHORITY

21. The chance that my colleagues look for my advices and suggestions

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

22. The chance to do tell my colleagues how to do things

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

23. The Chance to supervise other people

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

24. The chance to tell people what to do

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

25. The chances to tell others what to do

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

POLICIES AND PRACTICES

26. The policies and practices of the university towards the employees

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

27. The policy of the university and the way they are administered

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

28. Support from the top at contingencies

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

29. The way the policies of the university are implemented

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

30. The way the authorities treat you and the employees

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

COMPENSATION

31. The amount of the pay for the work I attend

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

32. The chance to m,ake as much as money and be rich in the society

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

33. How my pay compares with that for similar jobs

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

34. My pay and amount of work I do

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

35. Comparison of my pay with others pay in same institutions

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

CO WORKERS

36. The spirit of co operation of my colleagues

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

37. The chances of developing close friendship with my colleagues

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

38. The friendliness of my co workers

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

39. The way my co workers are easy to make friends with

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

40. The co operation of my colleagues

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

CREATIVITY

41. The chances of trying out my own ideas

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

42. The chances to do original thins on my own

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

43. The chance to try something different

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

44. The chance to develop new and better ways to do the job

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

45. The chances of trying my own methods of doing the job

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

INDEPENDENCE

46. The chance to work by myself

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

47. The chance to do work alone on the job

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

48. The chance to be alone on the job

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

49. The chances to do many different things on the job

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

50. The chance to work away from others

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

MORAL VALUES

51. Being able to do the job without feeling it is morally wrong

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

52. Being able to do things that do not go against my beliefs and commitments

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

53. Being able to do things that do not go against my conscious

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

54. The chance to do work independently of others

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

55. The chances of trying my own methods of doing the job

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

RECOGNITION

56. The way I am appreciated when I do a good job

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

57. The way I get the full credit of my work

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

58. The recognition I get for the work I do

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

59. The way they usually tell me when I do the job well

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

60. The praise I get for doing a good job

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

RESPONSIBILITY

61. The chance to be responsible for planning my work

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

62. The chances to make decision of my own

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

63. The recognition I get from the work I do

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

64. The way they tell me when I do my job well

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

65. The appreciation I get when a good job is done

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

SECURITY

66. My Job Security

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

67. The way the current job provides for a secure future

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

68. How my pay compares with that for similar jobs

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

69. My pay and amount of work I do

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

70. Comparison of my pay with others pay in same institutions

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

SOCIAL SERVICE

71. The chance to be of service to others

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

72. The chance to be of service to the people.

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

73. The chance to help people

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

74. The chance to develop new and better ways to do the job

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

75. The chances of trying my own methods of doing the job

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

SOCIAL STATUS

76. The social position in the community that goes with the job

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

77. The chance to be "somebody" in the community

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

78. The way employees are informed about the policy of the university

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

79. The way the policies of the university are implemented

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

80. The way the authorities treat you and the employees

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

SUPER VISION : HUMAN RELATIONS

81. The way my superior and myself understand each other

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

82. The way the administration handle the employees

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

83. The way my job provides for steady employment

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

84. How steady my job is

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

85. The way the strikes and protests of employees affect my job

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

SUPERVISION: TECHNICAL

86. Technical know-how of my supervisor

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

87. The competence of my supervisor in taking decisions

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

88. The friendliness of my co workers

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

89. The way my co workers are easy to make friends with

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

90. The co operation of my colleagues

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

VARIETY

91. The Variety in my work

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

92. The chance to do different things from time to time

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

93. The Chance to supervise other people

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

94. The chance to tell people what to do

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

95. The chances to tell others what to do

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

WORKING CONDITIONS

96. The working conditions (physical facilities and environment) on this job

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

97. The physical surroundings where I work

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

98. The way promotions are given out in this job

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

99. The chances of advancement in the job

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

100.   My chances of advancement

Very Dissatisfied	Dissatisfied	Indifferent	Satisfied	Very Satisfied

YOUR SUGGESTIONS

1. If you think that Job Satisfaction is very low in your organization, please state the reason for it ?

2. What is the immediate result you identify as the impact of low job satisfaction

3. What can be done for the improvement of job satisfaction in your organization

4. How far the job satisfaction can be increased by this steps

5. What administrative measures you will suggest for the enhancement of job satisfaction in your organization

6. There are similar organizations in other parts of Kerala. Do you feel that the situation there is similar to your organization

7. If your Superior officers direct to find some solutions for improving the job satisfaction in your organization, what will be your steps

8. Do you think how these above steps will contribute towards enhancing job satisfaction