

JOB SATISFACTION OF TEACHING STAFF AT NCT

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ABSTRACT:

Human resource is considered to be the most valuable assets in any organization. Human resource should be utilized to the maximum possible extent in order to achieve individual and organizational goals. The employee's performance is to a large extent influenced by job satisfaction and motivation. There are many factors that can influence a person's level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationship, the job itself. This research is about teaching staffs' job satisfaction in higher educational institutions in Nizwa. As the success of any multinational organization is purely depends on the level of its employees motivation, we have taken as a privilege to do a research in higher educational institutions. To complete this task, there were 8 job satisfaction factors taken to analyze the level of satisfaction.

KEYWORDS: Job satisfaction, Satisfaction factors, Employee performance, Motivation

1.1 INTRODUCTION:

Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not the self-satisfaction, happiness or self-contentment but the satisfaction on the job. Job satisfaction is defined as the, "pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values. Job satisfaction survey can give the most valuable information the perceptions and causes. For satisfaction/dissatisfaction among the employees attitude towards job satisfaction may be either positive or negative. This positive feeling can be re-in forced and negative feeling can be rectified.

Job satisfaction can be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way management treats employees. There are various personal and organizational factors that influence job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationship, the job itself.

1.2: LITERATURE REVIEW & OBJECTIVES AND METHODOLOGY:

Review of Literature:

Shobhna Gupta J and HarteshPannuK(2013,pp 89-111) conducted a Comparative Study of Job Satisfaction in Public and Private Sector.In their study, the variables selected for the study are salary, organizational Culture, time schedule, work load, feeling of inequality, lack of

Supervisory Support, job stress, job commitment. The researchers concluded that the productivity of the work force is the most important factor as far as the success of an organization is concerned.

E.O Olorunsola (2006,pp,46-50)concluded a study on job satisfaction and personal characteristics of administrative staff in South West Nigeria Universities. The researchers concluded that job satisfaction of administrative staff in South West Nigeria Universities was high and there was a significant difference in the job satisfaction of male and female administrative staff. The study also revealed that age will not significantly influence the job satisfaction of administrative staff in the universities.

S. K. Singh and VivekTiwari(1998,pp54-85) concluded a relationship between motivation and job satisfaction of the with collar employees. The researchers concluded that there is a significant difference between the mean motivation Scores of the high and low satisfied employees. Hence, it was recommended that the organization should focus its efforts more on designing better compensation packages, delegation of responsibility to workers, and empowerment of employees.

BhawnaChowdhary, Jyotichahal(2013, pp 114-155) conducted a study of Job Satisfaction among Bank Employees: An Analysis of the Contributing Variables towards Job Satisfaction.The researchers concluded that the overall satisfaction of bank employees is associated with different factors of job satisfaction which includes nature of job, working environment, salary and incentives linked job, promotional methods, and performance appraisal, relationship with other employees and management, and grievance handling.

Objectives of the study:

1. To assess the satisfaction level of expat teaching staff in higher educational institutions.
2. To know the expat teaching staffs' satisfaction towards the facilities.
3. To offer valuable suggestions to improve the satisfaction level.

Research Design and Data Collection:

The present research is descriptive in nature. Primary data was collected through structured questionnaire and secondary data collected through a detailed review of past research works, magazines, text book and related websites.

The job satisfaction factors employed for the present study are rated by the employees *in higher educational institutions* using Liker's five point scale.

Sampling Design:

A simple random sampling method was used as a tool to collect primary data in higher educational institutions. The selected sample size was 75 employees from four departments such as English Language Centre, Business Studies, Engineering and Information & Technology.

Research Analysis:

The data collected was analyzed using the SPSS software package and also simple statistical techniques were used in the analysis for drawing conclusion.

Research Limitations:

1. Sample size is small because of the time constraint.
2. Some employees were reluctant to cooperate in filling the questionnaire.

1.3: DATA ANALYSIS:

- Opinion on Working Conditions
- Relationship with supervisor
- Coworkers Cooperation
- Working Hours Satisfaction
- Satisfaction on Availability of Welfare Measure
- Level of Satisfaction on promotional policies
- Level of Satisfaction towards Grievance Handling
- Present system of Performance Appraisal
- Overall Job Satisfaction

All these factors are rated by the staff of *higher educational institutions* using Likert's five point scale namely (1) highly dissatisfied (2) dissatisfied (3) neither satisfied nor dissatisfied (4) satisfied and (5) highly satisfied.

Demographic Profile of Respondents: From Table 1 it is evident that 60% (n=45) of the respondents were male and 40% (n=30) female respondents. When coming to age distribution, the highest percentage of respondents were between 35-45 years old, representing 72% (n=54) followed by age group 25-35 years old with 17.3% (n=13).

According to Table 1, the results show that the highest percentage of respondents were from agent companies with 63% (n=47) and the remaining respondents belong to Ministry. The table also reveals that 38.7% (n=29) of the respondents belong to English Language Center followed by business department with 24% (n=18) respondents and both Engineering and IT departments have the same number of respondents with 18.7% (n=14).

It is evident from table 1 that 50.7% of the respondents (i.e. n=38) have less than 5 years of service and majority (i.e. 70.7%) of the respondents have monthly income more than RO 1,000.

Table 1: Demographic Profile of Respondents

Characteristics		Respondents	n= 75	Percentage
Gender:				
Male	45	75	60.0	
Female	30		40.0	
Age:				
25 – 35	13	75	17.3	
35 – 45	54		72.0	
Above 45	8		10.7	
Employer:				
Ministry’s direct appointment	28	75	37.0	
Agent Companies	47		63.0	
Departments:				
English Language Centre	29	75	38.7	
Business Studies	18		24.0	
Information Technology	14		18.7	
Engineering	14		18.7	
Length of service:				
Less than 5 Years	38	75	50.7	
5-10 Years	23		30.7	
10-15 Years	6		8.0	
More than 15 Years	8		10.7	
Monthly income:				
More than 1000 RO	53	75	70.7	
800-1000 RO	17		22.7	
Less than 800 RO	5		6.7	

Opinion on Working Conditions:It is indicated from Table 2 that 54.7% of respondents are satisfied with the working conditions and 25.3% of the respondents are highly satisfied. It is thus concluded that 80% of the respondents are satisfied with the working environment *in higher educational institutions*.

Table 2: Opinion on Working Conditions

Particulars	Frequency	Percentage
Highly Satisfied	19	25.3
Satisfied	41	54.7
Neither Satisfied nor Dissatisfied	13	17.3
Dissatisfied	0	0.0
Highly Dissatisfied	2	2.7
Total	75	100

Relationship with Superiors:It can be inferred from table 3 that 84% (i.e. 37.3 % highly Satisfied + 46.7% satisfied) of the respondents say that they are satisfied with their superiors in terms of relationship. It can be concluded that there is a strong subordinate-superiors relationship, which is why there is a high satisfaction in the working environment (as per table2).

Table 3: Relationship with Superiors

Particulars	Frequency	Percentage
Highly Satisfied	28	37.3
Satisfied	35	46.7
Neither Satisfied nor Dissatisfied	8	10.7
Dissatisfied	2	2.7
Highly Dissatisfied	2	2.7
Total	75	100

Coworkers Cooperation:

Table 4: Coworkers Cooperation

Particulars	Frequency	Percentage
Highly satisfied	22	29.3
Satisfied	37	49.3
Neither Satisfied nor Dissatisfied	9	12.0
Dissatisfied	6	8.0
Highly Dissatisfied	1	1.3
Total	75	100

It can be observed from table 4 that almost half of the respondents (i.e. 49.3%) are satisfied and 29.3% of the respondents are highly satisfied with the coworkers' cooperation. Over all 78.6% of the respondents are happy with the support given by their coworkers'.

Working Hours:

Table 5: Working Hours

Particulars	Frequency	Percentage
Highly Satisfied	23	30.7
Satisfied	39	52.0
Neither Satisfied nor Dissatisfied	6	8.0
Dissatisfied	5	6.7
Highly Dissatisfied	2	2.7
Total	75	100

Table 5 shows that the 52% respondents are satisfied with the working hours and 30.7% are highly satisfied. Overall only less than 10% are dissatisfied with the working hours.

Welfare Measures:

Table 6: Welfare Measures

Particulars	Frequency	Percentage
Highly Satisfied	5	6.7
Satisfied	32	42.7
Neither Satisfied nor Dissatisfied	23	30.7
Dissatisfied	11	14.7
Highly Dissatisfied	4	5.3
Total	75	100

Table 6 depicts that only 6.7% are highly satisfied and 42.7% are satisfied on the availability of welfare measures. Most of the respondents (i.e. 30.7%) are neither satisfied nor dissatisfied with the availability of welfare measures and only 14.7% are dissatisfied.

Promotional Policies:

Table 7: Promotional Policies

Particulars	Frequency	Percentage
Highly Satisfied	5	6.7
Satisfied	24	32.0
Neither Satisfied nor Dissatisfied	26	34.7
Dissatisfied	11	14.7
Highly Dissatisfied	9	12.0
Total	75	100

It can be concluded from table 7 that 34.7% of the respondents neither satisfied nor dissatisfied about promotional policies, 32% of the respondents are satisfied, 14.7% of the respondents are dissatisfied and only 12% of the respondents are highly dissatisfied about promotional policies

Grievance Handling:

Table 8: Grievance Handling

Particulars	Frequency	Percentage
Highly Satisfied	5	6.7
Satisfied	33	44.0
Neither Satisfied nor Dissatisfied	24	32.0
Dissatisfied	6	8.0
Highly Dissatisfied	7	9.3
Total	75	100

It is observed from table 8 that 6.7% of the respondents are highly satisfied, 44% of the respondents are satisfied, 32% of the respondents are neither satisfied nor dissatisfied, 8% of the respondents are dissatisfied and 9.3% of the respondents are highly dissatisfied towards grievance handling.

Performance Appraisal:

Table 9: Performance Appraisal

Particulars	Frequency	Percentage
Highly satisfied	3	4.0
Satisfied	44	58.7
Neither satisfied nor dissatisfied	16	21.3
Dissatisfied	9	12.0
Highly dissatisfied	2	2.7
Total	75	100

Table 9 clearly portrays that only 4% of the respondents are highly satisfied, 58.7% of the respondents are satisfied, 21.3% of the respondents are neither satisfied nor dissatisfied, 12% respondents are dissatisfied and 2.7% of the respondents are highly dissatisfied on performance appraisal system.

Overall Job Satisfaction:

Table 10: Overall Job Satisfaction

Particulars	Frequency	Percentage
Highly Satisfied	14	18.7
Satisfied	43	57.3
Neither Satisfied nor Dissatisfied	13	17.3
Dissatisfied	3	4.0
Highly Dissatisfied	2	2.7
Total	75	100

Table 10 reveals the overall job satisfaction of expat teaching staff in *higher educational institutions*. Three fourth of respondents are above satisfaction level. 17.3% of the respondents are neither satisfied nor dissatisfied, 4% of the respondents are dissatisfied and only 2.7% of the respondents are highly dissatisfied towards overall job satisfaction. It can be inferred that majority of the respondents are satisfied with the job.

1.4: MAJOR FINDINGS:

1. More than half (54.7%) of respondents are satisfied with the working conditions
2. Majority (84%) of the staff revealed that they have smooth relationship with fellow staff members.
3. Nearly 80 per cent of the staff receives support from coworkers.
4. More than 80 per cent of the staff is satisfied with the working hours.
5. As many as 34.7 per cent are neither satisfied nor dissatisfied with the promotional policies.
6. Nearly half of the respondents (44.0 %) of employees are satisfied towards grievance handling.
7. More than half of the respondents (58.7%) are satisfied with the performance appraisal in higher educational institutions.
8. Overall, as many as 76 per cent of the respondents are satisfied with their job.

1.5: SUGGESTIONS:

Relationship with superiors: 50 per cent of the employees are satisfied with the relationship of their supervisors. Which means the other half of the respondents is not satisfied. Hence, the management or the concerned departments should make a system which help to develop good relationship between employees and supervisors.

Available welfare measures: Less than half of the respondents are satisfied with the available welfare measures. This indicates that more than half of the respondents are not satisfied. So, the institutions should provide sufficient welfare measures to increase employees' satisfaction.

Promotional policies: The respondents are satisfied with promotional policies. Which means more than half of employees is not satisfied. Hence, the institutions should improve the system of promotional policies that gives the employees chance to improve their performance and the institutions able to achieve their goals.

Grievance handling: Nearly half of the respondents are satisfied with grievance handling while the other are not satisfied with it. It should be balanced by developing or reviewing the available systems to ensure that all grievances are addressed.

1.6: CONCLUSION:

It is evident from the analysis of present study that more than half of the respondents are belongs to matured age group of 35 to 45 years with high academic qualifications and expertise in their specialization. More than half of the respondents are satisfied with their present job which shows the institutions are maintaining its employees in a better way. In addition, overall more than 50 per cent of the employees are satisfied with the working environment or condition and also the staffs are satisfied with the system of teaching which means they do not have any issues on it. Similarly more than half of the staffs have strong relationship with the coworkers in different levels. The institutions have to improve the system of performance appraisal which means majority of the staffs is happy with the systems. As general the employees are satisfied with their job.

It can be concluded that the institutions providing wonderful measures to ensure its employees' job satisfaction. The institutions will enjoy a high rate employees' job satisfaction if they consider the suggested aspects for the improvement.

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