To Study the Effect of Job Satisfaction on the Performance of Academic Faculties Working in Private Colleges and Private Universities in Indore

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Abstract

The objective of the existing study was to examine the impact of job satisfaction on the performance of employees working in private colleges and universities in Indore, India. To achieve this, questionnaires were distributed to a total of 60 employees, out of which 54 responses were received and considered as the sample from private colleges and universities in Indore. An equal number of employees (n = 54) were randomly selected from different types of organizations, including undergraduate and postgraduate colleges, as a comparison group. The study utilized a self-constructed questionnaire based on the Minnesota Satisfaction Questionnaire (MSQ-quick form) developed by Weiss et al. (1967), as well as a self-constructed Performance Evaluation Form (PRF). Initially, the reliability of both instruments was assessed to determine the significance of the scales. The study findings indicated a significant correlation between the type of occupation and job satisfaction. Moreover, a positive relationship between job satisfaction and employee performance was also observed. Therefore, the study concluded that satisfied employees performed better compared to dissatisfied employees, thus playing a significant role in the advancement of their organizations. Consequently, it is crucial for every organization to adopt specific strategies and methods to motivate and ensure employee satisfaction, thereby promoting high performance.

Keywords

Financial and Non- Financial Compensation, Job Satisfaction, Performance, Work Environment

Introduction

Monitoring job satisfaction is crucial for the continuous growth of educational systems worldwide. The level of job satisfaction among employees can serve as a measure of an organization's success or failure,

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as it has a significant impact on employee performance, which in turn affects the quality of services provided by the organization. Therefore, successful institutions prioritize achieving job satisfaction among their workforce, as it fosters a sense of belonging and loyalty, leading to the fulfillment of organizational objectives.

Job satisfaction is particularly important for faculty members in higher education institutions as it plays a pivotal role in advancing the effectiveness and efficiency of the educational processes. It promotes a sense of intellectual stability among employees, which positively influences their work completion and contributes to their psychological, social, and professional well-being within academic institutions. Faculty members at private universities and colleges, being the pillars of these educational institutions, should experience a high level of job satisfaction, as they are responsible for providing students with theoretical and practical knowledge across various fields. Lack of job satisfaction hinders the professional growth of institutions and faculty members. Many studies have highlighted the positive impact of job satisfaction on achieving psychological well-being, reducing mental stress, and enhancing practical and professional aspects among faculty members.

Abdullah (2008) emphasizes that an individual's job satisfaction positively affects productivity, which is crucial both at the individual and community levels. When an individual is satisfied with their work and colleagues, it fosters a sense of intellectual and social harmony within the institution. This, in turn, has a positive impact on individual performance and may extend beyond the institution. Various factors can appreciatively or negatively influence job satisfaction, such as organizational structure, fair distribution of rewards, and the physical and mental health of employees.

The relationship between job satisfaction and performance has been extensively studied in different organizational settings, yielding mixed results. Cummings (1970) proposed three perspectives on this relationship: satisfaction causes performance, performance causes satisfaction, and both performance and satisfaction are influenced by external factors. These perspectives have been supported by diverse research. Mirvis and Lawer (1977) conducted conclusive research on the connection between job satisfaction and overall performance in the context of cash shortages among bank tellers. They found that satisfied tellers were less likely to experience shortages and less likely to leave their jobs. Similarly, Kornhanuser and Sharp (1976) conducted numerous studies in the service sector, establishing a positive relationship between job satisfaction and performance.

In summary, this study provides valuable insights into the factors that influence the performance of faculty members in private colleges and universities in Indore. It can assist institutions in enhancing working conditions and job satisfaction among their faculty, ultimately leading to improved educational outcomes.

Literature Review

The job is a critical aspect of people's lives, influencing their lifestyle and social interactions. Consequently, it is vital for every organization to ensure employee satisfaction. The private sector in India plays a significant role in both providing quality education and creating job opportunities for a large segment of the population. Recognizing the contribution of private colleges to education and the importance of job satisfaction in enhancing employee performance, the present study aims to investigate employee job satisfaction and its relationship with performance levels.

Muhammad (2022) conducted a case study on private seminaries in Peshawar City to examine the impact of the working environment on job satisfaction. The study included 200 workers from private seminaries selected through accessible sampling. The workers were administered a questionnaire

containing closed-ended questions, and the collected responses were analyzed using ANOVA. The study found that the working environment significantly influenced job satisfaction, with most participants agreeing that their working environment was conducive. Factors such as equitable workload distribution and supportive management were identified as key contributors to job satisfaction among the workers.

G. Sailatha (2022) conducted a study on the impact of work-life balance on job satisfaction and retention in the educational sector. The sample consisted of 125 millennial workers, and data was collected through a questionnaire designed specifically for the study. Secondary data was also gathered from various published sources. The collected responses were analyzed using ANOVA. The findings of the study supported the notion that work-life balance significantly influenced job satisfaction among employees in the education sector.

RihamSoliman (2022) aimed to explore the relationship between emotional intelligence education and job satisfaction. The study involved 50 full-time workers in an educational institution in Abu Dhabi, United Arab Emirates. Data was collected through a structured questionnaire, and constructs were measured using appropriate scales. The collected data was analyzed using triangulation method and Pearson's Product Moment Correlation. The study revealed a strong correlation between emotional intelligence and key job aspects. The findings emphasized the importance of promoting emotional intelligence among workers through training programs and organizational initiatives.

Vohra, Ozyesil, and Esin (2022) conducted research on the impact of the work environment on job satisfaction. The study included 210 staff members selected through simple random sampling. Data was collected using a structured questionnaire, and regression analysis and Cronbach's alpha were employed for data interpretation. The study demonstrated a significant and positive correlation between the work environment and job satisfaction. The authors recommended fostering teamwork and collaboration among employees to address company objectives and goals.

Anasi (2020) conducted a study on the perceived influence of work relationships, workload, and the physical work environment on job satisfaction among librarians in South-West Nigeria. A total of 102 librarians participated in the study by completing self-structured questionnaires. The study employed a descriptive research design and a multistage sampling method. Descriptive and inferential statistics were used to analyze the collected data. The results revealed a significant relationship between work relationships, workload, work environment, and job satisfaction. Among the variables examined, workload had the least significant impact on job satisfaction, while work relationships and the work environment had a more significant influence.

In conclusion, job satisfaction is a complex area encompassing various factors and conditions. As the business environment becomes increasingly competitive and complex, the significance of job satisfaction and its impact on employee performance grows. The aim of the present study is to examine the satisfaction and performance levels of academic faculties in Indore. Education, being a crucial sector in both the public and private domains, greatly contributes to the overall development of the nation.

Significance of the Study

The significance of employment in India has undergone a significant shift in recent years. Employees now seek not only extrinsic satisfaction but also intrinsic or psychological fulfillment from their jobs. This study aims to provide valuable insights for readers, employers, and researchers regarding the satisfaction and performance levels of academic faculties working in private colleges and private universities in Indore. The study utilizes the Minnesota Satisfaction Questionnaire (MSQ-short form) and Performance Evaluation Form (PEF) to assess these factors.

The selection of academic faculties in private colleges and universities in Indore as the focus of the study is based on several reasons. Indore is one of the rapidly developing cities in Madhya Pradesh and serves as an educational hub for various streams such as medical, engineering, and management. The city has also attracted numerous multinational companies like Wipro, TCS, and Accenture. In recent years, there has been a notable influx of students from different states towards Indore. These students demonstrate a strong inclination to join private colleges and migrate to Indore, not only for admission to government universities or colleges but also for the additional benefits provided by private universities. These benefits include industry exposure, innovative teaching faculties with corporate experience, real-life examples related to subjects, extracurricular activities, and a comprehensive approach to student development.

Teaching professions are considered prestigious and highly esteemed across the globe. Individuals in these fields are generally well-educated, possess good conduct, and have well-developed personalities. Therefore, the study focuses on comparing job satisfaction and performance among academic faculties in relation to other office workers who may have different educational backgrounds. The anticipated findings of this study are expected to demonstrate a positive correlation between job satisfaction and workers' performance.

Objectives of the Study

The objective of this study is to examine how job satisfaction impacts the performance of academic faculties employed in private colleges and universities in Indore.

Research Methodology

The primary data for this study was gathered from teaching faculties working in various private colleges and universities in Indore. Self-constructed questionnaires in the form of Google forms were distributed to collect the data. The questionnaires were based on the Minnesota Satisfaction Questionnaire (MSQ-short form) developed by Weiss et al. (1967) and a self-built Performance Evaluation Form (PRF).

To test the proposed objective and the overall research model, an empirical study was conducted involving academic faculties from different private colleges and universities in Indore. Data collection was carried out using the questionnaire method, and the quantitative data obtained from the empirical survey were analyzed using the general percentage calculation and through correlation.

The questionnaire consisted of two parts. The first part included demographic information about the participants, while the second part consisted of 19 questions related to job satisfaction and job performance. All the constructs used in this study were based on existing literature, and they were translated and adapted to suit the context of this research. Participants' responses were coded using a five-point Likert scale, where 5 indicated "strongly agree" and 1 indicated "strongly disagree" in the second part of the questionnaire.

Result Analysis

Reliability - Job Performance

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.687	.686	8

Reliability statistics shows in above table that Cronbach alpha is .687 which reveal that data collected from the respondent is highly reliable.

Factor Analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.711
Bartlett's Test of Sphericity	Approx. Chi-Square	76.093
	df	28
	Sig.	.000

Above table shows value of KMO for sampling adequacy is .711. It means data is adequate where Chi-square value is 76.093 for Bartlett's test of Sphericity is significant.

S.No.	Factor Name	Eigenvalues		Item (Questions)	Factor Coading
		Total	% Variance		
1	VAR00004	1.943	24.288	4	.806
	VAR00003			3	.719
	VAR00005			5	.642
	VAR00002			2	.502
2	VAR00006	1.923	24.032	6	.818
	VAR00007			7	.754
	VAR00008			8	.738
3	VAR00001	1.140	14.251	1	.889

Reliability - Job Satisfaction

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.860	.862	11

Reliability statistics shows in above table that Cronbach alpha is .860 which reveal that data collected from the respondent is highly reliable.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.737
Bartlett's Test of Sphericity	Approx. Chi-Square	286.277
	df	55
	Sig.	.000

Above table shows value of KMO for sampling adequacy is .737. It means data is adequate where Chi-square value is 286.277 for Bartlett's test of Sphericity is significant.

Factor Analysis

S.No.	Factor Name	Eigenvalues		Item (Questions)	Factor Coading
		Total	% Variance		
1	VAR00003	3.143	28.572	3	.821
	VAR00002			2	.811
	VAR00004			4	.782
	VAR00005			5	.664
	VAR00001			1	.550
2	VAR00008	2.787	25.335	8	.882
	VAR00007			7	.855
	VAR00009			9	.722
	VAR00006			6	.632
3	VAR00011	1.493	13.571	11	.830.599
	VAR00010			10	

Tests of Between-Subjects Effects

Dependent Variable: Job performance

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	480.162[a]	22	21.826	.545	.929
Intercept	12394.002	1	12394.002	309.424	.000
Gender	.749	1	.749	.019	.892
Age	23.417	3	7.806	.195	.899
Higher education	.013	1	.013	.000	.986
Designation	57.426	4	14.356	.358	.836
Gender * Age	36.097	2	18.048	.451	.641
Gender * Higher education	3.684	1	3.684	.092	.764
Gender * Designation	81.391	2	40.696	1.016	.374
Age * Higher education	23.087	1	23.087	.576	.453
Age * Designation	32.804	2	16.402	.409	.668
Higher education * Designation	7.056	2	3.528	.088	.916
Gender * Age * Higher education	.000	0	.	.	.
Gender * Age * Designation	4.000	1	4.000	.100	.754
Gender * Higher education * Designation	.000	0	.	.	.
Age * Higher education * Designation	.000	0	.	.	.
Gender * Age * Higher education * Designation	.000	0	.	.	.
Error	1241.708	31	40.055		
Total	37553.000	54			
Corrected Total	1721.870	53			

a. R Squared = .279 (Adjusted R Squared = -.233)

The ANOVA model demonstrates a satisfactory fit, evident from the adjusted R-squared value of 0.279. The Age and Designation shows the F value .409, which is significant at 0.668 % significance level. This suggests that 40.9 % of errors in the dependent variable are accounted for, and the overall model fit is high. Above table shows that Age and Designation of respondents has significance difference in their perception of non-financial reward. So there is no requirement to analyse multiple comparison of age, designation, under Post Hoc Tests.

T-Test for Job Performance & Job Satisfaction

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Job satisfaction	1.00	33	39.9091	7.24726	1.26159
	2.00	21	39.1429	7.28893	1.59058
Job performance	1.00	33	26.6364	6.33353	1.10253
	2.00	21	24.3810	4.31829	.94233

Above table shows when consider mean for Job Performance it clearly denotes female shows comparatively good performance then male but when we consider job satisfaction there is no such kind of difference.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job satisfaction	Equal variances assumed	.004	.949	.378	52	.707	.76623	2.02752	-3.30228	4.83475
	Equal variances not assumed			.377	42.554	.708	.76623	2.03016	-3.32921	4.86167
Job performance	Equal variances assumed	3.204	.079	1.431	52	.158	2.25541	1.57556	-.90619	5.41701
	Equal variances not assumed			1.555	51.693	.126	2.25541	1.45036	-.65536	5.16619

Above table shows there is no significance difference in Job Performance & Job Satisfaction when we consider gender.

It shows significance level of .025. It means data can be consider for analysis of variance

Univariate Analysis of Variance- Job Satisfaction

Levene's Test of Equality of Error Variancesa,b

		Levene Statistic	df1	df2	Sig.
Job satisfaction	Based on Mean	2.389	12	31	.025
	Based on Median	.896	12	31	.561
	Based on Median and with adjusted df	.896	12	11.825	.574
	Based on trimmed mean	2.219	12	31	.037

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Dependent variable: Job satisfaction

b. Design: Intercept + Gender + Age + Higher education + Designation + Gender * Age + Gender * Higher education + Gender * Designation + Age * Higher education + Age * Designation + Higher education * Designation + Gender * Age * Higher education + Gender * Age * Designation + Gender * Higher education * Designation + Age * Higher education * Designation + Gender * Age * Higher education * Designation

Levene's Test of Equality of Error Variancesa,b

		Levene Statistic	df1	df2	Sig.
Job performance	Based on Mean	1.254	12	31	.293
	Based on Median	.973	12	31	.494
	Based on Median and with adjusted df	.973	12	18.051	.506
	Based on trimmed mean	1.238	12	31	.303

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Dependent variable: Job performance

b. Design: Intercept + Gender + Age + Higher education + Designation + Gender * Age + Gender * Higher education + Gender * Designation + Age * Higher education + Age * Designation + Higher education * Designation + Gender * Age * Higher education + Gender * Age * Designation + Gender * Higher education * Designation + Age * Higher education * Designation + Gender * Age * Higher education * Designation

Levene's test of equality shows data is not suitable for analysis of variance because significance level .293 shows all groups are homogeneous.

Regression

Regression between Job Performance & Job Satisfaction

Descriptive Statistics

	Mean	Std. Deviation	N
Job performance	25.7593	5.69984	54
Job satisfaction	39.6111	7.20434	54

The above table represents the results of a regression analysis, exploring the relationship between Job satisfaction and Job performance.

- The mean Job performance is 25.7593 with a standard deviation of 5.69984 for a sample size of 54.
- The mean Job satisfaction is 39.6111 with a standard deviation of 7.20434 for the same sample size.

Correlations

		Job performance	Job satisfaction
Pearson Correlation	Job performance	1.000	.385
	Job satisfaction	.385	1.000
Sig. (1-tailed)	Job performance	.	.002
	Job satisfaction	.002	.
N	Job performance	54	54
	Job satisfaction	54	54

- The Pearson correlation coefficient between Job performance and Job satisfaction is 0.385.
- The correlation is statistically significant (Sig. = 0.002, 1-tailed).

Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.385[a]	.148	.132	5.31077	1.299

a. Predictors: (Constant), Job satisfaction
b. Dependent Variable: Job performance

- The R-squared value is 0.148, indicating that approximately 14.8% of the variance in Job performance can be explained by Job satisfaction.
- The adjusted R-squared is 0.132, considering the number of predictors.

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	255.250	1	255.250	9.050	.004[b]
	Residual	1466.620	52	28.204		
	Total	1721.870	53			

a. Dependent Variable: Job performance
b. Predictors: (Constant), Job satisfaction

- The regression model is statistically significant (Sig. = 0.004), suggesting that the predictors contribute significantly to explaining the variance in Job performance.

Coefficientsa

	Model	Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
I	(Constant)	13.693	4.075		3.360	.001
	Job satisfac-tion	.305	.101	.385	3.008	.004

a. Dependent Variable: Job performance

- The coefficient for Job satisfaction is 0.305, indicating that for every one-unit increase in Job satisfaction, we expect an increase of 0.305 units in Job performance.
- The coefficient is statistically significant (Sig. = 0.004).

Residuals Statisticsa

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	22.2223	30.4469	25.7593	2.19455	54
Std. Predicted Value	-1.612	2.136	.000	1.000	54
Standard Error of Predicted Value	.724	1.718	.985	.275	54
Adjusted Predicted Value	22.0936	30.3709	25.7413	2.18265	54
Residual	-11.31464	9.90382	.00000	5.26043	54
Std. Residual	-2.131	1.865	.000	.991	54
Stud. Residual	-2.179	1.950	.002	1.013	54
Deleted Residual	-11.83665	10.87783	.01799	5.50720	54
Stud. Deleted Residual	-2.264	2.006	.002	1.029	54
Mahal. Distance	.003	4.563	.981	1.150	54
Cook's Distance	.000	.211	.024	.045	54
Centered Leverage Value	.000	.086	.019	.022	54

a. Dependent Variable: Job performance

Result of regression analysis:

- The regression analysis suggests that there is a statistically significant positive relationship between Job satisfaction and Job performance.
- The model explains a significant portion of the variance in Job performance, although it is not a perfect fit.
- An increase in Job satisfaction is associated with an increase in Job performance.
- The results support the idea that Job satisfaction can be a predictor of Job performance in the given context.

Charts

Scatterplot
Dependent Variable: Jobperformance
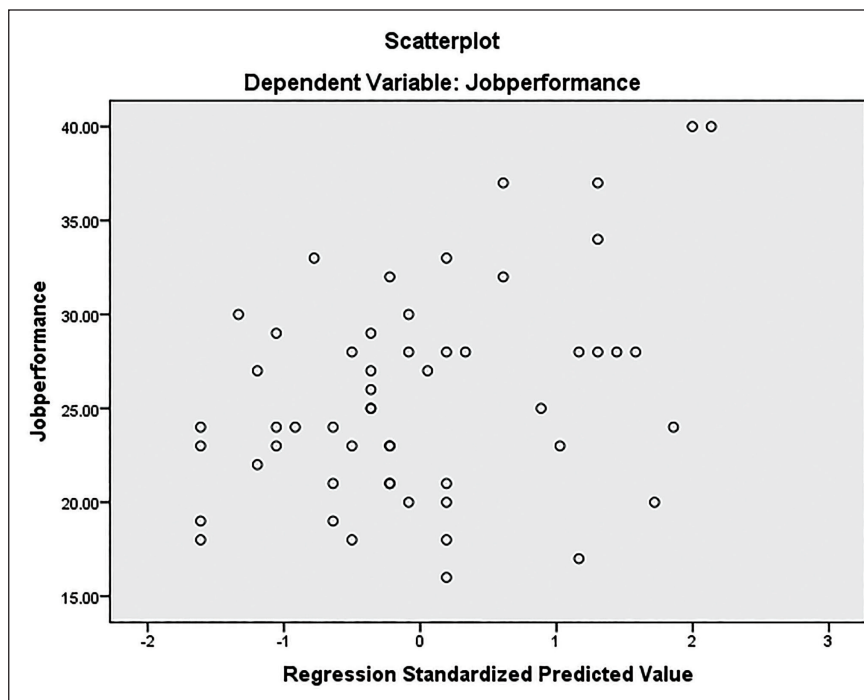
Conclusion

This research paper aims to investigate the relationship between job satisfaction and job performance among employees. Job satisfaction refers to the level of contentment, fulfillment, and positive emotions experienced by employees in relation to their work. It encompasses subjective perceptions and emotional responses towards various aspects of the job, including the work itself, compensation, growth opportunities, relationships with colleagues and supervisors, work environment, and organizational culture.

Individual factors contributing to job satisfaction can vary as personal preferences and needs differ. Some common factors include job security, opportunities for advancement, recognition and rewards, work-life balance, supportive relationships at work, autonomy, meaningful and challenging tasks, and a positive work environment.

Existing research consistently demonstrates a positive association between job satisfaction and employee performance. This study's findings support the notion that satisfied employees tend to perform more effectively compared to those who are dissatisfied, without compromising the quality of their work. Consistent with previous studies, this research also confirms a positive correlation between job satisfaction and employee job performance. Satisfied professionals are more likely to demonstrate higher competence levels and a solid understanding of their responsibilities. Moreover, the study aligns with prior research by Badrianto & Ekhsan (2020), which found that both the work environment and job performance factors have a positive and significant impact on employee performance, both individually and collectively. Additionally, the study highlights that satisfied employees exhibit higher productivity

levels and effectively utilize their personal resources compared to dissatisfied counterparts. Consequently, organizations should prioritize factors that enhance job satisfaction to improve performance indicators such as work quality, productivity, and leadership qualities. By doing so, they can foster a greater commitment among employees towards their job and the organization.

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