1.2 INTRODUCTION TO THE RESEARCH THEME

'Schools are the nurseries of the Nation' and 'teachers are the Architects of the future' are no unimportant non-literal interpretations however truthful comments, as noteworthy as they are suggestive.

Education is generally imperative institutional organization of a country; it assumes a noteworthy part in the development of any nation. It empowers a nation to stand on her feet. Education field is recognized as a standout amongst the most regarded field and has turned into the need of great importance as it aids in embellishment an individual into an educated, overall mannered and talented individual. In this setting it comes to be a lot vital to study about that component, teacher, who shape the students future. In the field of human endeavour, there could be no superior work than that of a teacher. The teacher assumes an imperative part in the coveted change and enhancement.

Teachers are the key agents through which educational plans are realized. Their responsibility is as profound as the whole educational objectives and societies' beliefs and desires. It turns into a spark, subsequently, to maintain a system of motivation to ensure the teachers commitment to carry out with zealous devotion their responsibility of educating the youth. They are directly responsible for quality education, spread of learning and improvement of sound demeanour and qualities of B-School demographic.

Teaching can be both rewarding and frustrating. Rewarding in the sense that the teachers have the greatest opportunity of touching the lives of the people; of engaging in a variety of activities, and of contributing to the well being of society. Frustrating- because on the top of the heavy work load in B-School, teachers are also expected to perform other duties which take most of their time which should be devoted for lesson planning and for the improvement of their instructional materials. Moreover, society expects teachers to live a life that is dignified and beyond reproach. But, in return society has done very little to promote the well being of teachers.

It is however normal for any individual to have a drive about getting fulfilled at every level in his/her being. The urge might stretch out from central physiological need to self acknowledgment. The degree that job is concerned it is the spot where we for the most part use
33% to 50% of the time of the day. The analysts determinedly accept that the satisfaction part is of most extreme indispensable in nature as it is certain to impact a solitary's master & particular life. The extent that the way of person is concerned, it is continually seen that it is to a great degree testing for any human being to be fulfilled.

Job is a main source of income as well as a significant segment of life. In spite of the fact that speculations of job satisfaction have been broadly contemplated, researchers are yet to coincide on the major indicators of job satisfaction. Employee attitudes are essential to administration in light of the fact that they confirm the conduct of workers in the organization. The ordinarily held conclusion is that "A satisfied worker is a productive worker". A satisfied workforce will make an enjoyable air inside the organization to perform well. Thus job satisfaction has turned into a major point for research studies.

The modern issues about teachers strike protest and post turnovers are solid markers that dissatisfaction had invaded the world of pedagogy - evidence that the teachers are human. They too, have to respond to the demand of their personal welfare which is at present undoubtably jeopardized. It might be well to recall that the most individuals work primarily, not in the hunt of personal glory but in order to live at least with some degree of responsibility and respect. Individuals have joined the teaching clout since they accepted that aside from giving to the acknowledgement of crucial points of education, they additionally need to satisfy their individual necessities.

Faculty members ought to be made to feel more satisfied with a specific end goal to give progressively to their teaching capacity. They require empowerment and involvement in their own professional improvement and this must be supplemented by a promotion policy and in the meantime schools must generate new opportunities.

Numerous researchers and HR consultants have affirmed the magnitude of manpower in smooth operation of any organization. B-Schools are acknowledged as most elevated source of learning and awareness preparation institutions, and which train the specialist manpower in different fields of life. High caliber academic staffs are the foundation of efficacious educational system. Accordingly, it is imperative to give careful consideration to job satisfaction of the teaching staff. A positive and healthy B-School structure comes about into increased academic staff's job
satisfaction. A healthy B-School environment won't just increase the job satisfaction of academic staff but it will also enhance the studying environment and boost the productivity of the B-School.

There are diverse explanations why individuals work. They might work in light of the fact that they want to and they find satisfaction in doing it, or they might work in light of the fact that they are forced to do it. Whatever their purposes behind living up to expectations are, these, to some degree, have to do with fulfilling their requirements. In an effort to completely comprehend what causes work values and job satisfaction, an intensive study was made by the researcher dependent upon the numerous speculations about involvement, empowerment, loyalty & affiliation and job satisfaction. Every viewpoint is deliberately contemplated in the light of their relationship to work values and job satisfaction.

The level of individual's job satisfaction is influenced by intrinsic and extrinsic motivating elements, the quality of supervision, social relationships inside the working group and the degree to which distinctive triumph or failure in their work. As is the situation with academic staff both intrinsic and extrinsic variables influence their satisfaction. Most studies propose that teachers put more attention on intrinsic satisfiers, however different studies recommend a mix findings of intrinsic and extrinsic satisfier are the best indicators of teacher job satisfaction. Their intrinsic satisfaction can hail from teaching exercises, although, extrinsic variables have been connected with academic staff's satisfaction, including pay, perceived support from supervisors and associates, B-School safety, and accessibility of B-School plan of action, around others.

The point when academic staffs observe lack of support for their work, they are not overall roused to perform their job best in the classroom, and that when teachers are not satisfied with their working conditions, they want to change institution or leave the profession at once. It is vital to study the features of job satisfaction since it consequences for teacher's maintenance and conditions development. Teachers who want to leave the profession will report of less satisfaction and a more negative attitude to teaching as a career.

Communication between powers (administration) and employees influence numerous aspects inside the business. Order of these relationships has been related to Employee Involvement and Employee Empowerment and the resultant employee satisfaction around the more conspicuous.
In a Business Setting, it has been demonstrated and acknowledged that victory comes through individuals. The business organizations have grasped what inspires individuals and along these lines have at their charge planned these effective tools for dealing individuals and the resultant employee satisfaction which then empowers them to get remarkable effects.

**Business triumph through these two devices works out in the following way:**

**Employee involvement** is creating an environment in which individuals have an effect on decisions and actions that influence their jobs. Employee involvement is a management and leadership philosophy about how individuals are generally empowered to contribute to constant change and the continuous achievement of their work organization.

It takes the style of regular participation of employees in

1. **Goal setting,**
2. **Making recommendations for development,**
3. **Deciding how their work is finished,**
4. **Planning and**
5. **Monitoring of their performance.**

Support to employee involvement is dependent upon the reasoning that individuals included in a methodology know it best, and on the perception that included employees are more provoked to enhance their performance.

Organizations that wish to survive and flourish in today's dynamic commercial centre need to continually re-concoct their work methodologies and structures: empowered team-working is in an ever widening margin a part of the result. **Employee empowerment** is making a working environment where an employee is permitted to settle on his own decisions in particular work-identified scenarios. The decisions might be big or small, and the size and impact of the decision is dependent upon the superintendent. The reason behind employee empowerment is to inflate the employee's responsibility, to build employee morale and to enhance the quality of your
employee's work life. Conceivably, when an employee feels vested in an organization, he will be more productive, dedicated and more positive.

A few employers have a tendency to overlook that their employed hands likewise have brains. By utilizing the brains of their employees, organizations have the ability to meet projected objectives and goals a lot speedier in light of the fact that there are more individuals progressing in the direction of them. Having the ability to entrust certain obligations to your employees will permit you more time to concentrate on the territories of your organization where your attention may be required more. In any case, real empowerment must be aided by qualified information directed at all levels of the management hierarchy and and this has this has many implications for the way in which information systems ought to be organized and administered.

Employee empowerment may be subjective by the discernment that the organization thinks about its employees' well-being and that their work is esteemed. Empowering teachers may increase job satisfaction. Empowerment influence job satisfaction among teachers.

*These two tools together work towards the objective of achieving satisfaction which in effect might be:*

**Employee satisfaction** is the terminology used to depict if employees are happy and satisfied and fulfilling their desires and needs at work. Numerous measures imply that employee satisfaction is a variable in employee motivation, employee goal accomplishment, and positive employee morale in the work place.

Employee satisfaction, while in general a positive thing in your organization, can likewise be a misery if mediocre employees stay on the grounds that they are satisfied with your work place.

The other aspect is that, when Institutions/organizations are successful in fulfilling their employees, through these components, employees stay longer, make a deeper commitment to the business, propose approaches to enhance the company’s products and services, and work harder to satisfy the client.

Since retaining and discovering the best staffs is getting harder and harder, positively impacting through job satisfaction and employee satisfaction is one way to improve an environment and culture where individuals need to try their best and want to remain.
While extensive exploration has been done and written works has been made on employee involvement, on employee empowerment and its commitment to employee satisfaction in a business setting, very little seems to have been on these viewpoints in the field of academics, particularly with reference to B-Schools.

Accepting the way that the human side of the venture is the most essential to its victory, a thought ought to be saved for those institutions and its employees, who make the human asset for the successful organizations. The reference here is to the B-School and the teachers who are the employees of the B-Schools.

It ought to be inspected if the B-Schools have approaches and the needed movements set up for employee involvement and employee empowerment for their teachers and if these have had an effect and association with employee satisfaction on them.

**Employee loyalty**: Loyalty is defined as the keenness to make a speculation or personal sacrifice to harden a relationship. As a rule, employee loyalty might be best depicted as far as a methodology, where certain disposition gives ascent to certain conducts (proposed or real). There have been major updates in the business world and the workforce in the last couple of decades. Discovering and retaining the best employees is each company's ordeal. The core elements of loyalty are profession development, motivation, bonding, job security, commitment and leadership.
1.3 INTRODUCTION TO JOB SATISFACTION

1.3.1 MEANING AND DEFINITION
Human resource is generally basic possession for organizational improvement. It is the source that makes other source use and gets best return out of them. At the same time getting best of human resource requires huge moves by organization and their administration. Provided that the human resource or employees are joyful and battled with the moves and movements of executive they do their best for the best of organization. However in the event that they are not in this state they may cause organization unmatchable misfortune. In this way operating human resource has turn into a craft. Management dependable tries to utilize that symbolization to satisfy their workforce.

The more excellent the level of satisfaction of employees is the higher will be returns for organization. Also this has been acknowledged by different researchers, scholars, academicians, authors and guides. In the written works of organizational conduct and organizational psychology, job satisfaction is recognized the most widely inquired about zone. The distinctive courses of fulfilling the employees were discovered by the scholars and expedited to the human resource managers to draw in, spur and hold the most bound workforce.

An employee with an elevated amount of job satisfaction holds positive sentiments about his or her job, though a disappointed employee holds negative feeling. It points general aspects of employee's satisfaction like work scenario, pay, job itself, supervision, relations with associates, and the firm as a whole.

Job satisfaction has been outlined as the degree to which employees have a positive full of feeling introduction towards job by the association (Price, 1997). Another characterizes job satisfaction as a full of feeling (enthusiastic) response to a job that comes about because of the officeholder's examination of genuine results with those that are craved (Cranny, Smith, Stone, 1992). Locke (1976) demarcated job satisfaction as "a pleasurable or positive passionate state, coming about because of the examination of one's job encounters."
Job satisfaction was described by Lofquist and Dawis (1969) as "the pleasurable passionate state coming about because of the evaluation of the degree to which the work environment satisfies an individual's necessity". Job satisfaction has been outlined as a pleasurable gushing state coming about because of the evaluation of one's job; an emotional response to one's job; and a demeanor towards one's job. Evans (1997) described job satisfaction of teacher as a "state of psyche dead set by the degree to which the distinct discerns his/her job identified necessities being met.

Further, Organ. D.W and Ryan. K (1995) have expressed that Job satisfaction can be a vital marker of how employees feel about their works and a indicator of work conducts, for example organizational citizenship, absenteeism and turnover". Moser, (1997) declared that job satisfaction is exceptionally imperative and its absence might expedite lethargy and diminished organizational duty.

Subsequently this demonstrates how critical job satisfaction of the teaching faculty is. Dissatisfaction in the job might expedite turnover, absenteeism, misfortune in productivity and additionally bring about a negative demeanor towards their profession.

1.3.2 SOURCES OF JOB SATISFACTION

**Job Rotation**: Moving employees from one generally less complex job to an additional after brief times.

**Job Enlargement**: Increasing the amount of errands every worker performs.

**Work Itself**: The substance of the work itself is an extraordinary wellspring of job satisfaction. The management may increase job satisfaction of the employees by redesigning the work.

**Job Engineering**: Making the job fascinating by inventive methods and enhanced plan of the equipments.

**Job Enrichment**: Vertically stacking the job to furnish more responsibilities.
1.3.3 THE DETERMINANTS OF JOB SATISFACTION

Job satisfaction is a multivariable and unbelievable notion. There are number of variables that impact job satisfaction of employees. These variables could be ordered into two classes. They are

a) Organizational and
b) Personal variables.

a) The organizational determinants of job satisfaction assume an extremely imperative part. The employees invest major part of their time in organization so there are number of organizational elements that verify job satisfaction of the employees. The job satisfaction in the organizations might be expanded by organizing and administering the organizational variables. The organization determinants of job satisfaction are as follows:-

i) **Wages**: Wage could be portrayed as the measure of compensate that a worker needs from the job. Wages are an instrument of satisfying the requirements as each researcher hopes to get a proper prize. The wages should be reasonable, sensible and fair. A feeling of job satisfaction is felt by accomplishing reasonable and fair prizes.

ii) **Working Conditions**: Employees are exceptionally energetic with great working conditions as they furnish a feeling of wellbeing, solace and inspiration. On contrary, unfortunate working conditions carry out an anxiety of bad health in employees.

iii) **Leadership Styles**: The satisfaction level at work might be resolved by the administration styles. Job satisfaction is enormously upgraded by popularity based style of authority. It is since law based pioneers push kinship, regard and warmth relationships around the employees. On opposite, employees working under dictator and domineering pioneers express level of job satisfaction.

iv) **Job Content**: Factors like distinction, authority, headway, accomplishment and so on might be implied as job substance. A job that includes assortment of undertakings and less
repetitive effects conveys more amazing job satisfaction. A job that includes unfortunate content produces job dissatisfaction.

v) **Nature of Work**: The way of work has huge effect at work satisfaction. Job satisfaction is exceedingly impacted by the way of work. Employees are fulfilled with job that includes insights, aptitudes, capacities, challenges and scope for more excellent opportunity. Job dissatisfaction comes up with a feeling of weariness, unfortunate assortment of errands, dissatisfaction and inadequacies.

vi) **Opportunities for Promotion**: Promotion could be responded as a noteworthy accomplishment in the life. It guarantees and conveys more pay, authority, power, freedom and status. Along these lines, the chances for advancement confirm the level of satisfaction to the employees.

vii) **Organizational Level**: The jobs that are at more elevated amounts are seen as prestigious, regarded and chance for poise. The employees that are working at larger amount jobs express more terrific job satisfaction than the ones working at easier level jobs.

viii) **Work Group**: There is a regular longing of people to connect with others thus being of aggregations in organizations is a normal noticeable truth. This trademark brings about arrangement of work gatherings at the work spot. Confined researchers loathe their jobs. The work assemblies make utilization of a wonderful impact on the satisfaction of employees. The satisfaction of a distinctive is vastly reliant on the association with the assembly parts, bunch progress, bunch cohesiveness and his/her own requirement for connection.

b) The particular determinants likewise help a considerable measure in looking after the inspiration and particular variables of the employees to work successfully and proficiently. Job satisfaction might be identified with mental elements thus amounts of particular elements confirm the job satisfaction of the employees. They are follows:-
i) **Education**: Education plays a critical determinant of job satisfaction as it furnishes a chance for improving one's persona. Education improves and improvises individual wisdom and assessment process. The exceedingly learned employees can comprehend the scenario and assess it absolutely as they control industriousness, objectivity and thinking force.

ii) **Gender Differences**: The gender and race of the employees plays significant determinants of Job satisfaction. Ladies, the fairer gender, are more inclined to be fulfilled than their male partner regardless of the fact that they are utilized in minor jobs. The job satisfaction can additionally be resolved by different elements like studying, ability self-rule, job aspects, and unprejudiced attitude of administration, societal position and so forth. It is paramount for administrators to acknowledge all these elements in evaluating the satisfaction of the employees and expanding their level of job satisfaction.

iii) **Personality**: The psyche of a single could be dead set by watching his single mental conditions. The elements that figure out the satisfaction of people and his mental conditions are discernment, attitudes and studying.

iv) **Age**: Age could be depicted as an essential determinant of job satisfaction. It is in light of the fact that more youthful age employees having higher vigor levels are liable to be having more job satisfaction. In more senior age, the yearning levels in employees build. They feel totally disappointed in a state where they are unable to discover their desire satisfied.

### 1.3.4 FACTORS AFFECTING JOB SATISFACTION OF TEACHERS

An employee's general satisfaction with his job is the outcome of a combination of components and one must grasp that budgetary compensation is not the principle way. In today's date, administration's part in updating employees' job satisfaction is to confirm the work environment is certain, trust is high and employees have the holdings they need to complete the endeavors they have been allocated. Taking after are the fundamental contemplations which impacts employees' Job Satisfaction:
Cash identified Rewards
Job satisfaction is affected by staff's views about the respectability of the establishment's pay scale and the present installment he may be getting. Build need to have a framework set up to evaluate staff's execution and give pay expand to top performers. Opportunities to secure unprecedented causes, for instance compensates, included paid time off or ventures, in like manner convey enthusiasm and higher job satisfaction to the nature's domain.

Direct Workload and Stress Level
Administering significant workload and due dates that are challenging to touch base at can cause job satisfaction to crumble for even the most committed employee. Missing the purpose of due dates realizes crash between workforce & conglomeration's head and raises the uneasiness level of the nature's turf. Normally, this environment is launched on account of deficient administration and terrible organizing. The establishment works in a crisis mode in light of the fact that supervisors don't grant enough time for employees to perform their assigned errands sufficiently or since staff levels are needing.

Chance for Career Advancement
Teachers are seen more satisfied with their present job on the off chance that they see a route receptive to climb the ranks in the conglomeration and be given more power and in addition to it higher compensation & control. Conglomerations may urge teachers to secure more advanced aptitudes which will speed up the shot of headway. A couple of conglomerations pay the expenditure of instructive cost for employees taking college courses, for example. All through an employee's yearly execution review, the focal may too manage out a route exhibiting to them what they should fulfill and what new capacities they need to enhance in order to be on a track to movement inside the conglomeration.

Working Conditions in Institute
Because an employee contributes such an extraordinary measure of time in their work surroundings each week, it’s crucial for establishments to endeavor to streamline working conditions. Such things as giving open work domains rather than kept ones, sufficient lighting
and pleasant work stations submit to exceptional work conditions. Giving benefit instruments, for instance overhauled lab & libraries to help them perform errands more viably gives to job satisfaction also.

**Respect from partners**
Any employee tries to be treated with concession by those they work with. A threatening work environment on top of impolite or unpleasant accomplice is one that generally has simpler job satisfaction. In an August 2011 study disseminated by Foxbusiness.com, 50 percent of the previously stated responding said they had straight experienced an uncommon measure of working environment incivility.

Fifty percent similarly acknowledge trust is lamentable where they work. Head of establishment need to wander in and intervene crashes before they raise into additional genuine issues needing disciplinary activity. Some of the time employees may need to be reminded what conducts are acknowledged wrong when cooperating with others.

### 1.3.6 POSITIVE SIDE OF JOB SATISFACTION

Employee job satisfaction might be attained through numerous distinctive routines. Supervisors can work closely with employees to develop better work forms, employees might be given a more noteworthy say in how their job is finished and bosses can guarantee that employees feel challenged at their job. Comprehension the positive effect of job satisfaction on employee productivity will serve to legitimize the time and liability included with making a satisfying work environment.

**Commitment**
An employee with a feeling of satisfaction with his job will feel more inclined to be at that job. This lessens the examples of employee absenteeism, and it likewise serves to curb turnover. Missed time by employees costs the company cash and influences employee productivity. The point when a satisfied employee stays at the company for a long period of time, this lessens the
necessity to have others cover for that employee throughout an absenteeism or stop production all together while another employee is being trained.

Avocation

When an employee has the capacity to feel satisfaction with his/her job, he/she feels more empowered to influence the way the job is finished. The employee makes procedural updates that not just profit him/her in the short term, however they will likewise profit the company in the lifelong through expanded productivity of future employees in that specific position. The employee feels a sense of responsibility in making his/her job more productive, and that makes a critical feeling of satisfaction that will convey onto future employees and help to keep the company productive.

Development

Job satisfaction pays off when it comes time to present another job process or redesign to new gear inside the company. Employees that find satisfaction in their jobs are set to function to reconcile redesigns and procedural updates to assist the development of the company. A disappointed staff will abound at the presentation of new gear then again forms, and that can back off company benefit. Satisfied employees need to see the company succeed, so they take a hands-on approach to the successful integration of company changes.

Referrals

When management gets fascinated by the job satisfaction of the employees, this serves to make a reliable staff. The staff then becomes emotionally invested in the success of the company. One of the profits that job satisfaction has on employee productivity is that employees have a tendency to suggest quality applicants to the company for ready positions. Not just do employees attempt to discover the best talent conceivable for the company; those employees likewise take it upon themselves to determine the new employees come to be proficient as fast as would be prudent to assist keep up that abnormal amount of benefit.

1.3.7 NEGATIVE SIDE OF JOB SATISFACTION

The effects of low job satisfaction could be expansive and this issue is of concern for minor organizations and furthermore impressive one. Gave that teachers are not content with their jobs,
various zones of their work are affected and their behavior can similarly impact distinctive employees. The factors arousing to low poor job satisfaction are:

**Low Morale**

The focus when any employees is doing his/her job in miserable condition, the whole of the distinctive employees they come into contact with, are situated to be affected by his/her mentality. Gave that they see some person who is so plainly miserable, it will begin to shade how they see their own particular specific jobs. Negative state of brain can spread through a working environment like quickly spreading blaze and, accepting that they are not upgraded, the general trust of the employees will take a sharp decrease.

**High Faculty Turnover**

Low job satisfaction moreover makes high turnover rates around teachers. At some point, the staff is situated to stop the organization for the reason that they can run across a job they truly delight in doing. Various distinctive business steps also experience high turnover rates and the failure to hold qualified employees. It is reliant upon unobtrusive business people and administrators to uncover a methodology to fabricate job satisfaction, particularly in troublesome business endeavors in which the jobs are intense and the pay is low.

**Absence of Productivity**

Low job satisfaction, coupled with low employee ethical equivalents an absence of gainfulness in the earth. Once more, this is crucial individual slant at work. The focus when some individual is unhappy, he/she doesn’t focus well and also doesn’t give cautious thought to his/her endeavors. Such people uncover numerous distinctive things to do that do make them euphoric, all such endeavors by neglecting the job they should be doing.

Around then one unique shows low profit, it is simply different parts to feel disappointed thusly, and their gainfulness will begin to decay as well. It is a vicious cycle that is all excessively typical.

**Job Stress**
The focus when teachers are not content with their jobs, they are altogether more slanted to experience push at work. Fulfilled or euphoric teachers at work are significantly more opposed to report getting a handle on focused by their job. This is fundamental individual temperament expecting that you are not doing something you rejoice in, chances are you are situated to feel disappointed and even seemingly insignificant issues will make you learn about focused on and unhappy.