Chapter VII: Summary and Conclusion

7.1 Findings

Field Survey

- Gender analysis: From the sample size of the survey, about 53% of the respondents are male and about 48% are female.

- Age analysis: From the sample size of the survey, about 47% of the respondents are in the age group of 30 to 40 yr. and another 30% of the respondents are in the age group of 40 to 50 yr.

- Position analysis: From the sample size of the survey, about 40% of the respondents are in the designation group ‘Asst. Professor’ and another 25% of the respondents are in the designation group ‘Associate Professor’.

- Working experience analysis: From the sample size of the survey, about 50% of the respondents are having the working experience of 5 to 10 yr. and another 20% of the respondents are having the working experience more than 10 yr.

Opinion about Methods of Appraisal

Statement 1: It is 360° appraisal method.

- Overall Response: About 28% of the respondents said ‘Yes’ to this statement while about 73% of the respondents said ‘No’ to this statement.

- Gender Analysis:
  - About 18% of the male respondents said ‘Yes’ to this statement while about 35% of the male respondents said ‘No’ to this statement.
About 10% of the female respondents said ‘Yes’ to this statement while about 38% of the female respondents said ‘No’ to this statement.

- **Age Analysis:**

  - About 5% of the respondents said ‘Yes’ to this statement are of less than 30 yr. age group, about 9% of the respondents are in 30 - 40 yr. age group, about 12% of the respondents are in 40 - 50 yr. age group, and about 1% of the respondents belonging to more than 40 yr. age group.

  - About 13% of the respondents said ‘No’ to this statement are of less than 30 yr. age group, about 38% of the respondents are in 30 - 40 yr. age group, about 18% of the respondents are in 40 - 50 yr. age group, and about 5% of the respondents belonging to more than 40 yr. age group.

- **Position Analysis:**

  - About 10% of the respondents said ‘Yes’ to this statement are Asst. Professor, about 12% of the respondents are Associate Professor, about 4% of the respondents are Professor, and about 2% of the respondents belonging to visiting faculty group.

  - About 30% of the respondents said ‘No’ to this statement are Asst. Professor, about 13% of the respondents are Associate Professor, about 17% of the respondents are Professor, and about 13% of the respondents belonging to visiting faculty group.
• Working Experience Analysis:
  
  o About 3% of the respondents said ‘Yes’ to this statement are with working experience of 2 – 5 yr., about 18% of the respondents are with working experience of 5 - 10 yr., and about 7% of the respondents are with working experience of more than 10 yr.

  o About 15% of the respondents said ‘No’ to this statement are with working experience of less than 2 yr., about 13% of the respondents are with working experience of 2 – 5 yr., about 32% of the respondents are with working experience of 5 - 10 yr., and about 13% of the respondents are with working experience of more than 10 yr.

**Statement 2: Is the appraisal done periodically?**

• Overall Response: About 43% of the respondents said ‘Yes’ to this statement while about 58% of the respondents said ‘No’ to this statement.

• Gender Analysis:
  
  o About 23% of the male respondents said ‘Yes’ to this statement while about 20% of the male respondents said ‘No’ to this statement.

  o About 20% of the female respondents said ‘Yes’ to this statement while about 28% of the female respondents said ‘No’ to this statement.

• Age Analysis:
  
  o About 3% of the respondents said ‘Yes’ to this statement are of less than 30 yr. age group, about 24% of the respondents are in 30 - 40 yr. age group, about 13% of the respondents
are in 40 - 50 yr. age group, and about 3% of the respondents belonging to more than 40 yr. age group.

- About 15% of the respondents said ‘No’ to this statement are of less than 30 yr. age group, about 23% of the respondents are in 30 - 40 yr. age group, about 18% of the respondents are in 40 - 50 yr. age group, and about 3% of the respondents belonging to more than 40 yr. age group.

**Position Analysis:**

- About 18% of the respondents said ‘Yes’ to this statement are Asst. Professor, about 11% of the respondents are Associate Professor, about 8% of the respondents are Professor, and about 7% of the respondents belonging to visiting faculty group.

- About 23% of the respondents said ‘No’ to this statement are Asst. Professor, about 14% of the respondents are Associate Professor, about 13% of the respondents are Professor, and about 8% of the respondents belonging to visiting faculty group.

**Working Experience Analysis:**

- About 3% of the respondents said ‘Yes’ to this statement are with working experience of less than 2 yr., about 5% of the respondents are with working experience of 2 – 5 yr., about 25% of the respondents are with working experience of 5 - 10 yr., and about 10% of the respondents are with working experience of more than 10 yr.

- About 13% of the respondents said ‘No’ to this statement are with working experience of less than 2 yr., about 10% of the respondents are with working experience of 2 – 5 yr., about
25% of the respondents are with working experience of 5 - 10 yr., and about 10% of the respondents are with working experience of more than 10 yr.

Statement 3: Are you allowed to express your views and opinions?

- Overall Response: About 70% of the respondents said ‘Yes’ to this statement while about 30% of the respondents said ‘No’ to this statement.

- Gender Analysis:
  
  o About 43% of the male respondents said ‘Yes’ to this statement while about 10% of the male respondents said ‘No’ to this statement.
  
  o About 28% of the female respondents said ‘Yes’ to this statement while about 20% of the female respondents said ‘No’ to this statement.

- Age Analysis:
  
  o About 8% of the respondents said ‘Yes’ to this statement are of less than 30 yr. age group, about 37% of the respondents are in 30 - 40 yr. age group, about 20% of the respondents are in 40 - 50 yr. age group, and about 6% of the respondents belonging to more than 40 yr. age group.
  
  o About 10% of the respondents said ‘No’ to this statement are of less than 30 yr. age group, about 10% of the respondents are in 30 - 40 yr. age group, about 10% of the respondents are in 40 - 50 yr. age group, and none % of the respondents belonging to more than 40 yr. age group.
• Position Analysis:
  
  o About 27% of the respondents said ‘Yes’ to this statement are Asst. Professor, about 19% of the respondents are Associate Professor, about 13% of the respondents are Professor, and about 12% of the respondents belonging to visiting faculty group.

  o About 13% of the respondents said ‘No’ to this statement are Asst. Professor, about 6% of the respondents are Associate Professor, about 8% of the respondents are Professor, and about 3% of the respondents belonging to visiting faculty group.

• Working Experience Analysis:
  
  o About 10% of the respondents said ‘Yes’ to this statement are with working experience of less than 2 yr., about 8% of the respondents are with working experience of 2 – 5 yr., about 38% of the respondents are with working experience of 5 - 10 yr., and about 15% of the respondents are with working experience of more than 10 yr.

  o About 5% of the respondents said ‘No’ to this statement are with working experience of less than 2 yr., about 8% of the respondents are with working experience of 2 – 5 yr., about 13% of the respondents are with working experience of 5 - 10 yr., and about 5% of the respondents are with working experience of more than 10 yr.

Statement 4: Is your director discussing your SWOT analysis and satisfaction levels?
• Overall Response: About 48% of the respondents said ‘Yes’ to this statement while about 53% of the respondents said ‘No’ to this statement.

• Gender Analysis:
  
  o About 30% of the male respondents said ‘Yes’ to this statement while about 23% of the male respondents said ‘No’ to this statement.

  o About 18% of the female respondents said ‘Yes’ to this statement while about 30% of the female respondents said ‘No’ to this statement.

• Age Analysis:
  
  o About 5% of the respondents said ‘Yes’ to this statement are of less than 30 yr. age group, about 28% of the respondents are in 30 - 40 yr. age group, about 13% of the respondents are in 40 - 50 yr. age group, and about 3% of the respondents belonging to more than 40 yr. age group.

  o About 13% of the respondents said ‘No’ to this statement are of less than 30 yr. age set, about 19% of the respondents are in 30 - 40 yr. age bracket, about 18% of the respondents are in 40 - 50 yr. age bracket, and 3% of the respondents belonging to more than 40 yr. age group.

• Position Analysis:
  
  o About 22% of the respondents said ‘Yes’ to this statement are Asst. Professor, about 9% of the respondents are Associate Professor, about 11% of the respondents are Professor, and about 6% of the respondents belonging to visiting faculty group.
about 18% of the respondents said 'No' to this statement are Asst. Professor, about 16% of the respondents are Associate Professor, about 10% of the respondents are Professor, and about 8% of the respondents belonging to visiting faculty group.

- Working Experience Analysis:

  - About 5% of the respondents said 'Yes' to this statement are with working experience of less than 2 yr., about 10% of the respondents are with functioning skill of 2 – 5 yr., about 23% of the respondents are with working experience of 5 - 10 yr., and about 10% of the respondents are with operational practice of more than 10 yr.

  - About 10% of the respondents said 'No' to this statement are with working experience of less than 2 yr., about 5% of the respondents are with working experience of 2 – 5 yr., about 28% of the respondents are with working experience of 5 - 10 yr., and about 10% of the respondents are with working experience of more than 10 yr.

In the context of overall job performance and job satisfaction, as stated earlier in Chapter II, following parameters have been identified and are of interest to this study. Findings for each of these parameters are described subsequently.

**Individual or Person Specific Factors**

- Satisfaction from Classroom Teaching.

  - With regards to importance level, about 5% of the respondents said 'Neutral', 10% of the respondents said 'Somewhat Important' while most of the respondents (about 80%) said 'Very Important' to this factor.
• Correlation coefficient for this parameter is (0.2773). This suggests low or weak correlation with job satisfaction level.

• In the context of satisfaction level, about 5% of the respondents said 'Dissatisfied, 8% said 'Neutral', 50% of the respondents said 'Satisfied' and about 38% of the respondents said 'Highly Satisfied' about satisfaction in regards to classroom teaching.

• Training and Development Programs for Faculty.

• With regards to importance level, about 5% of the respondents said 'Neutral', 23% of the respondents said 'Somewhat Important' while most of the respondents (about 63%) said 'Very Important' to this factor.

• Correlation coefficient for this parameter is (0.6452). This suggests high or strong correlation with job satisfaction level.

• In the context of satisfaction level, about 10% of the respondents said ‘Highly Dissatisfied, 25% of the respondents said ‘Dissatisfied, 15% said ‘Neutral', 28% of the respondents said ‘Satisfied’ and about 20% of the respondents said ‘Highly Satisfied’ in regards to training and development programs for faculty.

This indicates there is need to develop, provide suitable training and development programs for the faculty.

• Performance Appraisal.

• Regarding importance level, about 5% of the respondents said ‘Neutral’ and ‘Not Very Important’, 20% of the respondents said ‘Somewhat Important' while most of the respondents (about 70%) said ‘Very Important’ to this factor.
Correlation coefficient for this parameter is (0.5536). This indicates moderate correlation with job satisfaction level.

In the context of satisfaction level, about 10% of the respondents said ‘Highly Dissatisfied’, 23% of the respondents said ‘Dissatisfied’, 35% said ‘Neutral’, 28% of the respondents said ‘Satisfied’ and only 5% of the respondents said ‘Highly Satisfied’ in regards to performance appraisal.

- Cooperation and Behaviour of Colleagues (Peers).

  With regards to importance level, it is observed that 10% of the respondents said ‘Not Very Important’, 25% of the respondents said ‘Somewhat Important’ while most of the respondents (about 65%) said ‘Very Important’ to this factor.

  Correlation coefficient for this parameter is (0.2534). This suggests low or weak correlation with job satisfaction level.

  In the context of satisfaction level, about 20% of the respondents said ‘Neutral’, 68% of the respondents said ‘Satisfied’ and about 13% of the respondents said ‘Highly Satisfied’ in regards to cooperation and behaviour of colleagues (peers).

Institution or Organization Specific Factors

- Physical Working Condition.

  Regarding importance level, about 5% of the respondents said ‘Not Very Important’, 13% of the respondents said ‘Neutral’, 30% of the respondents said ‘Somewhat Important’
and 53% of the respondents said ‘Very Important’ to this factor.

- Correlation coefficient for this parameter is (0.0478). This suggests very weak correlation with job satisfaction level.

- In the context of satisfaction level, about 5% of the respondents said ‘Highly Dissatisfied’, None of the respondents said ‘Dissatisfied’, 5% said ‘Neutral’, 75% of the respondents said ‘Satisfied’ and about 15% of the respondents said ‘Highly Satisfied’ in regards to physical working condition.

- Student Interactions, Students IQ, Student Curiosity, Eagerness to learn.

  - Regarding importance level, about 5% of the respondents said ‘Not Very Important’, 20% of the respondents said ‘Somewhat Important’ while most of the respondents (about 75%) said ‘Very Important’ to this factor.

  - Correlation coefficient for this parameter is (0.3322). This suggests lower weak correlation with job satisfaction level.

  - In the context of satisfaction level, about 5% of the respondents said ‘Neutral’, 65% of the respondents said ‘Satisfied’ and about 30% of the respondents said ‘Highly Satisfied’ in regards to student interaction, students IQ, student curiosity, eagerness to learn.

- Recognition for Extra Work / Qualitative Work.

  - Regarding importance level, about 5% of the respondents said ‘Not Very Important’, 18% of the respondents said ‘Neutral’, 25% of the respondents said ‘Somewhat Important’
and 53% of the respondents said ‘Very Important’ to this factor.

- Correlation coefficient for this parameter is (0.4329). This suggests moderate correlation with job satisfaction level.

- In the context of satisfaction level, about 20% of the respondents said ‘Dissatisfied, 33% said ‘Neutral’, 38% of the respondents said ‘Satisfied’ and about 10% of the respondents said ‘Highly Satisfied’ in regards to recognition for extra work / qualitative work.

- Objectives and Clearly defined promotion policies.

  - Regarding importance level, about 8% of the respondents said ‘Not Very Important’, 15% of the respondents said ‘Neutral’, 15% of the respondents said ‘Somewhat Important’ and 63% of the respondents said ‘Very Important’ to this factor.

  - Correlation coefficient for this parameter is (0.5194). This suggests moderate correlation with job satisfaction level.

  - In the context of satisfaction level, about 10% of the respondents said ‘Highly Dissatisfied 15% of the respondents said ‘Dissatisfied, 40% said ‘Neutral’, 30% of the respondents said ‘Satisfied’ and about only 5% of the respondents said ‘Highly Satisfied’ in regards to objectives and clearly defined promotion policies.

- Payment / Salary.

  - Regarding importance level, about 5% of the respondents said ‘Neutral’ and ‘Not Very Important’, 18% of the
respondents said ‘Somewhat Important’ while most of the respondents (about 73%) said ‘Very Important’ to this factor.

- Correlation coefficient for this parameter is (0.8603). This suggests a very high or very strong correlation with job satisfaction level.

- In the context of satisfaction level, about 50% of the respondents said ‘Neutral’, 33% of the respondents said ‘Satisfied’ and about 17% of the respondents said ‘Highly Satisfied’ in regards to salary.

- Participation in Decision Making.

  - Regarding importance level, about 10% of the respondents said ‘Not Very Important’, 13% of the respondents said ‘Neutral’, 43% of the respondents said ‘Somewhat Important’ and 35% of the respondents said ‘Very Important’ to this factor.

  - Correlation coefficient for this parameter is (0.5725). This suggests moderate correlation with job satisfaction level.

  - In the context of satisfaction level, about 15% of the respondents said ‘Dissatisfied’, 58% said ‘Neutral’, 15% of the respondents said ‘Satisfied’ and about 13% of the respondents said ‘Highly Satisfied’ in regards to participation in decision making.


  - Regarding importance level, about 33% of the respondents said ‘Neutral’, 25% of the respondents said ‘Somewhat
Important’ and 43% of the respondents said ‘Very Important’ to this factor.

- Correlation coefficient for this parameter is (0.6741). This shows high or strong correlation with job satisfaction level.

- In the context of satisfaction level, about 5% of the respondents said ‘Highly Dissatisfied’, 15% said ‘Dissatisfied’, 33% said ‘Neutral’, 35% of the respondents said ‘Satisfied’ and about 13% of the respondents said ‘Highly Satisfied’ in regards to management style / management philosophy / vision / mission/ strategy at the top management level.

- Challenging & Interesting Work.

- Regarding importance level, about 10% of the respondents said ‘Not Very Important’, 5% of the respondents said ‘Neutral’, 10% of the respondents said ‘Somewhat Important’ while most of the respondents (about 75%) said ‘Very Important’ to this factor.

- Correlation coefficient for this parameter is (0.7445). This suggests high or strong correlation with job satisfaction level.

- In the context of satisfaction level, about 5% of the respondents said ‘Dissatisfied’, 28% said ‘Neutral’, 50% of the respondents said ‘Satisfied’ and about 18% of the respondents said ‘Highly Satisfied’ in regards to challenging and interesting work.

- Job Security.

- Regarding importance level, about 5% of the respondents said ‘Not Very Important’, 10% of the respondents said
‘Neutral’, 5% of the respondents said ‘Somewhat Important’ while most of the respondents (about 80%) said ‘Very Important’ to this factor. 

Job Security is very critical factor according to the respondents.

- Correlation coefficient for this parameter is (0.6798). This suggests high or strong correlation with job satisfaction level.

- In the context of satisfaction level, about 18% of the respondents said ‘Dissatisfied, 51% said ‘Neutral’, 36% of the respondents said ‘Satisfied’ and about 15% of the respondents said ‘Highly Satisfied’ in regards to job security.

• Organization Culture.

- Regarding importance level, about 5% of the respondents said ‘Not Very Important’, 5% of the respondents said ‘Neutral’, 15% of the respondents said ‘Somewhat Important’ while most of the respondents (about 75%) said ‘Very Important’ to this factor.

- Correlation coefficient for this parameter is (0.8062). This suggests very high or very strong correlation with job satisfaction level.

- In the context of satisfaction level, about 5% of the respondents said ‘Highly Dissatisfied, 5% of the respondents said ‘Dissatisfied, 35% said ‘Neutral’, 43% of the respondents said ‘Satisfied’ and about 13% of the respondents said ‘Highly Satisfied’ in regards to organization culture.
• Support for Research Environment in the Institution.

  o Regarding importance level, about 5% of the respondents said ‘Not Very Important’, 5% of the respondents said ‘Neutral’, 38% of the respondents said ‘Somewhat Important’ and 53% of the respondents said ‘Very Important’ to this factor.

  o Correlation coefficient for this parameter is (0.5304). This suggests moderate correlation with job satisfaction level.

  o In the context of satisfaction level, about 10% of the respondents said ‘Highly Dissatisfied’, 20% of the respondents said ‘Dissatisfied’, 25% said ‘Neutral’, 40% of the respondents said ‘Satisfied’ and about only 5% of the respondents said ‘Highly Satisfied’ in regards to support for research environment in the organization.

• Reputation of Institution in Market.

  o Regarding importance level, about 5% of the respondents said ‘Not Very Important’, None of the respondents said ‘Neutral’, 30% of the respondents said ‘Somewhat Important’ and about 65% of the respondents said ‘Very Important’ to this factor.

  o Correlation coefficient for this parameter is (0.5514). This suggests moderate correlation with job satisfaction level.

  o In the context of satisfaction level, about 5% of the respondents said ‘Dissatisfied’, 5% said ‘Neutral’, 43% of the respondents said ‘Satisfied’ and about 47% of the respondents said ‘Highly Satisfied’ in regards to reputation of the institution in the market.
Overall Job Satisfaction.

- In the context of satisfaction level, about 10% of the respondents said ‘Dissatisfied’, 30% said ‘Neutral’, 43% of the respondents said ‘Satisfied’ and about 17% of the respondents said ‘Highly Satisfied’ in the context of overall job satisfaction.

7.2 Summary

1. Aspects or the factors having high importance levels (“Very Important” rating as indicated by the respondents is shown in the brackets) are as shown below.

   **Individual or Person Specific Factors**
   - Satisfaction from Classroom Teaching is nearly eighty five percent.
   - Performance Appraisal is seventy percent.

   **Institution or Organization Specific Factors**
   - Student Interactions, Students IQ, Student Curiosity, Eagerness to learn is seventy five percent.
   - Payment / Salary is a factor important more than seventy percent.
   - Challenging & Interesting Work shows importance levels of seventy five percent.
   - Job Security is important to eighty percent respondents.
   - Organization Culture is important to seventy-five percent respondents.

2. Respondents’ opinions about their satisfaction levels about various factors were analysed.

   Parameters having indicated satisfaction levels (‘satisfied’ and ‘highly satisfied’ as indicated by the respondents) are as shown below.
Table 1: Higher Satisfaction Level Parameters

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Satisfied (as % of Respondents)</th>
<th>Highly Satisfied (as % of Respondents)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Individual or Person Specific Factors</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satisfaction from Classroom Teaching</td>
<td>50%</td>
<td>38%</td>
</tr>
<tr>
<td>Training and Development Programs for Faculty</td>
<td>28%</td>
<td>20%</td>
</tr>
<tr>
<td>Performance Appraisal</td>
<td>28%</td>
<td>5%</td>
</tr>
<tr>
<td>Cooperation and Behaviour of Colleagues (Peers)</td>
<td>68%</td>
<td>13%</td>
</tr>
<tr>
<td><strong>Institution or Organization Specific Factors</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Physical Working Condition</td>
<td>75%</td>
<td>15%</td>
</tr>
<tr>
<td>Student Interactions, Students IQ, Student Curiosity, Eagerness to learn</td>
<td>65%</td>
<td>30%</td>
</tr>
<tr>
<td>Recognition for Extra Work / Qualitative Work</td>
<td>38%</td>
<td>10%</td>
</tr>
<tr>
<td>Objectives and Clearly defined promotion policies</td>
<td>30%</td>
<td>5%</td>
</tr>
<tr>
<td>Salary / Payment</td>
<td>33%</td>
<td>17%</td>
</tr>
<tr>
<td>Participation in Decision Making</td>
<td>15%</td>
<td>13%</td>
</tr>
<tr>
<td>Management Functioning Style / Management Philosophy / Vision / Mission / Strategy</td>
<td>35%</td>
<td>13%</td>
</tr>
<tr>
<td>Challenging &amp; Interesting Work</td>
<td>50%</td>
<td>18%</td>
</tr>
<tr>
<td>Job Security</td>
<td>36%</td>
<td>15%</td>
</tr>
<tr>
<td>Organization Culture</td>
<td>43%</td>
<td>13%</td>
</tr>
<tr>
<td>Support for Research Environment in the Institution</td>
<td>40%</td>
<td>5%</td>
</tr>
<tr>
<td>Reputation of Institution in Market</td>
<td>43%</td>
<td>47%</td>
</tr>
<tr>
<td>Overall Job Satisfaction</td>
<td>43%</td>
<td>17%</td>
</tr>
</tbody>
</table>
Parameters having shown neutral satisfaction levels (‘Neutral’ as indicated by the respondents and rating indicated as 30% and more than 30%) are as shown below.

Table 2: Neutral Satisfaction Level Parameters

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Neutral (as % of Respondents)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Individual or Person Specific Factors</strong></td>
<td></td>
</tr>
<tr>
<td>Performance Appraisal</td>
<td>35%</td>
</tr>
<tr>
<td><strong>Institution or Organization Specific Factors</strong></td>
<td></td>
</tr>
<tr>
<td>Recognition for Extra Work / Qualitative Work</td>
<td>33%</td>
</tr>
<tr>
<td>Objectives and Clearly defined promotion policies</td>
<td>40%</td>
</tr>
<tr>
<td>Salary / Payment</td>
<td>50%</td>
</tr>
<tr>
<td>Participation in Decision Making</td>
<td>58%</td>
</tr>
<tr>
<td>Management Functioning Style / Management Philosophy / Vision / Mission / Strategy</td>
<td>33%</td>
</tr>
<tr>
<td>Job Security</td>
<td>51%</td>
</tr>
<tr>
<td>Organization Culture</td>
<td>35%</td>
</tr>
<tr>
<td>Overall Job Satisfaction</td>
<td>30%</td>
</tr>
</tbody>
</table>

Regarding overall job performance and job satisfaction, the parameters having shown dissatisfaction levels (‘Dissatisfied’ and ‘Highly Dissatisfied’ as indicated by the respondents) are as shown below.
<table>
<thead>
<tr>
<th>Parameter</th>
<th>Dissatisfied (as % of Respondents)</th>
<th>Highly Dissatisfied (as % of Respondents)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Individual or Person Specific Factors</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satisfaction from Classroom Teaching</td>
<td>5%</td>
<td>0%</td>
</tr>
<tr>
<td>Training and Development Programs for Faculty</td>
<td>28%</td>
<td>10%</td>
</tr>
<tr>
<td>Performance Appraisal</td>
<td>23%</td>
<td>10%</td>
</tr>
<tr>
<td>Cooperation and Behaviour of Colleagues (Peers)</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Institution or Organization Specific Factors</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Physical Working Condition</td>
<td>0%</td>
<td>5%</td>
</tr>
<tr>
<td>Student Interactions, Students IQ, Student Curiosity, Eagerness to learn</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Recognition for Extra Work / Qualitative Work</td>
<td>20%</td>
<td>0%</td>
</tr>
<tr>
<td>Objectives and Clearly defined promotion policies</td>
<td>15%</td>
<td>10%</td>
</tr>
<tr>
<td>Salary / Payment</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Participation in Decision Making</td>
<td>15%</td>
<td>0%</td>
</tr>
<tr>
<td>Management Functioning Style/Management Philosophy / Vision / Mission / Strategy</td>
<td>15%</td>
<td>5%</td>
</tr>
<tr>
<td>Challenging &amp; Interesting Work</td>
<td>5%</td>
<td>0%</td>
</tr>
<tr>
<td>Job Security</td>
<td>18%</td>
<td>0%</td>
</tr>
<tr>
<td>Organization Culture</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Support for Research Environment in the Institution</td>
<td>20%</td>
<td>10%</td>
</tr>
<tr>
<td>Reputation of Institution in Market</td>
<td>5%</td>
<td>0%</td>
</tr>
<tr>
<td>Overall Job Satisfaction</td>
<td>10%</td>
<td>0%</td>
</tr>
</tbody>
</table>
It may be suggested that these individual or person specific factors / parameters with either ‘Dissatisfied’ or ‘Highly Dissatisfied’ may be addressed appropriately.

It may be suggested that these institution or organization specific factors / parameters with either ‘Dissatisfied’ or ‘Highly Dissatisfied’ may be addressed appropriately.

3. In view of overall work execution and work happiness, the factors with very strong impact are as shown below. Their correlation scores w.r.t. overall job performance and job satisfaction levels are shown in the bracket. Most important and highly correlated factors related with overall job satisfaction, as mentioned by the respondents are:

**Institution or Organization Specific Factors**

- Salary (0.8603)
- Organization Culture (0.8062)

4. Regarding job performance and job satisfaction, the factors with most importance levels are as shown below. Their correlation scores w. r. t. overall job performance and job satisfaction levels are shown in the bracket. Other important and strongly correlated factors are:

**Individual or Person Specific Factors**

- Training and Faculty Development Programs (0.6452)

**Institution or Organization Specific Factors**

- Challenging and Interesting Work (0.7445)
- Job Security (0.6798)
Management style / Management philosophy (0.6741)

5. Regarding overall job performance and job satisfaction, the factors with most importance levels are as shown below. Their correlation scores w.r.t. overall job performance and job satisfaction levels are shown in the bracket. Other moderately correlated factors are:

**Individual or Person Specific Factors**

- Performance Appraisal (0.5536)

**Institution or Organization Specific Factors**

- Participation in Decision Making (0.5725)
- Reputation of organization in market (0.5514)
- Support for Research Environment in Organization (0.5304)
- Objectives and Clearly defined promotion policies (0.5194)
- Recognition for Extra Work/Qualitative Work (0.4329)

7.3 Conclusion

As hypothesized by the framework, the research identified one factor, salary or the payment as one of the important factors that have influence on the overall job performance and job satisfaction levels of the B-school faculty members.

According to various demographics factors it is seen that there are differences in responses about important factors that may have impact on overall work happiness and execution levels the B-school faculty members.
Based on the survey findings such as the rating for various factors and overall job performance and job satisfaction levels as indicated by the B-school faculty members, appropriate suggestions were offered that will benefit the institutions and other stakeholders in the higher education sector in India.

Field survey

1. It was found that male faculties outnumber female faculties.

2. Faculties’ ages are evenly spread over all age groups.

3. Assistant professors outnumber associate professors and professors, with professors being in lowest number. As the qualifications and experience criteria for each level differs it is difficult for maximum number of faculties to reach the highest level of professor restricting their emoluments accordingly.

4. Maximum numbers of faculties have experience below 10 years.

Statement 1: It is 360° appraisal method.

1. Majority faculties accept 360° appraisal method as the best method of appraisal. But it was found that it is not being used in most cases.

2. Majority male faculties found that 360° appraisal method is good but not being used in most cases.

3. Majority female faculties found that 360° appraisal method is good but not being used in most cases.

4. It was found that more senior faculties by age are aware of 360° appraisal method and are giving more importance to it.

5. Most of the professor level faculties that are senior in age and level are aware of 360° appraisal method and are giving more importance to it.
6. Faculties having higher work experience are giving more importance to 360° appraisal method.

Statement 2: Is the appraisal done periodically?

7. Less than 50% faculties said that the appraisal is being done periodically.

8. Lower number of male faculties felt that the appraisal is not being done periodically.

9. Higher number female faculties felt that appraisal is being done periodically.

10. Faculties in age group 30-40 years felt that appraisal is being done periodically.

11. Faculties who felt that the appraisal is being done periodically are more of asst. professor level.

12. Faculties who felt that appraisal is not being done periodically are mostly asst. professor level.

13. Faculties with more than 10 years working experience felt that appraisal is being done periodically.

Statement 3: Are you allowed to express your views and opinions?

14. More than 50% faculties said that they are allowed to express their views during appraisal.

15. Majority male faculties said that they were allowed to express their views during appraisal.
16. Majority female faculties said that they were allowed to express their views during appraisal.

17. Younger faculties in age group below 30 years felt that they were not allowed to express their views during appraisal.

18. Faculties that felt that they were allowed to express views are evenly spread at all positions.

19. Majority faculties in all experience categories felt that they were allowed to express their views.

Statement 4: Is your director discussing your SWOT analysis and satisfaction levels?

20. Majority faculties felt that their SWOT analysis is not being discussed by the director.

21. Maximum number of male faculties felt that the director has discussed their SWOT and satisfaction level with them.

22. Maximum number of female faculties felt that the director has not discussed their SWOT and satisfaction level with them.

23. More faculties in the age group 30-40 & 40-50 felt that the director has discussed their SWOT and satisfaction level with them.

24. The faculties feeling that the SWOT and satisfaction level being discussed or not discussed are evenly spread across all positions.

25. The faculties feeling that the SWOT and satisfaction level being discussed or not discussed are evenly spread across all working experience levels.

Statement 5: Overall job Satisfaction
26. Satisfaction levels are more than dissatisfaction levels about overall job satisfaction.

Statement 6: Satisfaction from classroom teaching

27. Maximum numbers of faculties seek satisfaction from classroom teaching.

28. Maximum numbers of faculties are satisfied with classroom teaching.

Statement 7: Training & development of faculties

29. More than 60% faculties feel that it is important to run training and development programmes for faculties.

30. Satisfaction and dissatisfaction levels about training and development programs are evenly balanced.

Statement 8: Performance Appraisal

31. Most of the respondents (about 70%) feel that it is very important aspect of work contentment.

32. Satisfaction and dissatisfaction levels about performance appraisal considerably vary.

33. Maximum numbers of faculties are neutral with Performance Appraisal.

Statement 9: Cooperation from peers and colleagues

34. About 65% Faculties give high importance to cooperation from the peers and colleagues.
35. About 68% faculties are satisfied with the amount of cooperation they receive from their peers and colleagues.

Statement 10: Physical working conditions

36. More than 50% respondents said that it is very important that the physical working conditions are good at the institution.

37. About 75% respondents are happy with the physical working conditions at the B schools.

Statement 11: Student’s interaction, curiosity, IQ level and interest in earning

38. About 75% respondents said that it is very important for them to have students with high level of interaction, curiosity, IQ, and interest levels.

39. Most of the respondents were satisfied with students’ interaction, curiosity, IQ levels and interest in learning.

Statement 12: Recognition for Extra Work / Qualitative Work

40. For about half of the respondents (about 53%) the aspect Recognition for Extra Work / Qualitative Work is considered as ‘Very Important’.

41. Maximum numbers of faculties are satisfied with Recognition for Extra Work / Qualitative Work.

Statement 13: Objectives and Clearly defined promotion policies

42. About 63% Faculties give high importance to the objectives and clearly defined promotion policies.

43. Maximum numbers of faculties are neutral with Objectives and Clearly defined promotion policies.

Statement 14: Payment / Salary
44. About 73% faculties said that it is very important for them to have good payment structure.

45. About 33% faculties are satisfied with Payment / Salary.

46. Maximum numbers of faculties are neutral with Payment / Salary.

Statement 15: Participation in Decision Making

47. For nearly 35% of the faculties it is not that very important to be involved in decision making.

48. Maximum numbers of faculties are neutral with Participation in Decision Making.

Statement 16: Management Functioning Style/ Management Philosophy / Vision / Mission / Strategy

49. Management Functioning Style, its philosophy, and other related things such as vision, mission, and their strategy are of immense importance to 43% Faculties.

50. Nearly 35% Faculties were satisfied with Management Philosophy.

51. About 33% Faculties remained neutral about with Management Philosophy.

Statement 17: Challenging & Interesting Work

52. About 75% respondents mentioned that they were looking for challenging and interesting work and this aspect is very important for them.
53. Maximum numbers of faculties were satisfied with Challenging & Interesting Work.

Statement 18: Job Security

54. Job Security is very critical factor according to the respondents.

55. Most of the respondents (about 80%) said ‘Very Important’ to this factor.

56. Maximum numbers of faculties were neutral with Job Security.

Statement 19: Organization Culture

57. About 75% respondents have given high importance to organization culture. According to presence of such culture is essential for their career enhancement.

58. Maximum numbers of faculties were neutral with Organization Culture.

Statement 20: Support for Research Environment in the Institution

59. Supporting research activities within the institution is very important. Nearly half of the respondents (about 53%) have given high importance to this aspect.

60. Maximum numbers of faculties were satisfied with Support for Research Environment in the Institution.

Statement 21: Reputation of Institution in Market

61. Faculties are proud of their workplaces. About 65% of Faculties think that the reputation of institution in market is very important to them.
62. Maximum numbers of faculties were highly satisfied with the Reputation of Institution in Market.

7.4 Suggestions

• Regarding overall job satisfaction and performance, the study shows that the factors ‘salary’ and ‘organization culture’ are of utmost importance (showing very good association with overall work satisfaction level) to the respondents and greatly influence the degree of job execution and accomplishment.

• In view of the strongly correlated factors, related to overall job performance and satisfaction, the study recommends that it is important to provide not only the ‘job security’ but also create ‘challenging & interesting work’ environment for the faculty members. Also it is recommended that the management may have clear and transparent style, philosophy in creating and maintain such work place. It is very essential to keep faculty members motivated which in turn have impact on the job performance and job satisfaction levels. This may be achieved by organizing or conducting ‘Training and Faculty Development Programs’ on periodic basis.

• In view of the moderately correlated factors, the study indicates that it is very essential to engage faculty members in decision making activities. Also it is recommended that the management may put in place performance appraisal on regular basis and have clear and defined ways to reward the faculty members. It is very essential to support, encourage faculty members in their research activities. This will indicate that the organization recognizes for extra work / qualitative work and thus not only motivate the faculty members to undertake such activities but also enhances the organization reputation in the market.

• Institutes should give more weightage to faculty participation in the decision making.
• Enough importance should be given to research and supportive environment should be created to groom the skills of the faculties.

7.5 Limitations of the Study

Major limitations of this study are as follows:

1) The study has limited to Pune City only.

2) The study findings may be limited to specific management discipline (PGDM) type education patterns and may not be applicable for the institutions with University pattern.

3) The study findings may not be of comprehensive nature. These will not be applicable for institutions with other disciplines.

4) In addition to this, it must be noted that the information collected using questionnaires is provided willingly by the respondents. Such information and study results may show response consistency effect.