CHAPTER - III

CONCEPTUAL FRAME

WORK OF JOB

SATISFACTION
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CONCEPTUAL FRAMEWORK ON JOB SATISFACTION

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CHAPTER – III

CONCEPTUAL FRAME WORK OF JOB SATISFACTION

3.1 INTRODUCTION

Job Satisfaction has an attitude which results from balancing and summation of many specific likes and dislikes experienced in connection with the job their evaluations may rest largely upon one’s success or failure in the achievement of personal objectives and upon the perceived combination of the job and company towards these ends. The nature and significance of work would be important as an area for study, if only on the basis that it occupies so much of a man’s life span. It is primarily based upon the satisfaction of needs. The stronger the need, the more closely will job satisfaction depends on its gratification.

Satisfaction is the “end state in feeling the accompanying the attainments by an impulse of its objectives”. Job satisfaction should not to be confused with employee’s attitudes to specific job factor or with industrial morale. Job satisfaction is a person’s attitude towards the job. Positive attitude towards the job are equivalent to Job Satisfaction whereas negative attitudes towards the job are equivalent to job dissatisfaction.

Job satisfaction means the mental, physical and environmental satisfaction of employee and the extent of job satisfaction can be known by inquiring employees about the job satisfaction extents. The academic definitions of job satisfaction can be divided into three types. Namely:
- **Integral**: This definition emphasizes workers’ job attitude towards environment with focal attention on the mental change for individual job satisfaction of employee.

- **Differential**: It emphasizes job satisfaction and the difference between the actually deserved reward and the expected reward from employees; the larger difference means the lower satisfaction.

- **Reference structure theory**: It stresses the fact that the objective characteristics of organizations or jobs are the important factors to influence employees’ working attitude and behaviors but the subjective sensibility and explanation of working employees about these objective characteristics; the said sensibility and explanation are also affected by self reference structures of individual employee.

### 3.2 HISTORY OF JOB SATISFACTION

One of the biggest preludes to the study of job satisfaction was the Hawthorne studies, primarily credited to Elton Mayo of the Harvard Business School, sought to find the effects of various conditions most notably illumination on workers’ productivity. These studies ultimately showed that novel changes in work conditions temporarily increase productivity called the Hawthorne Effect. It was later found that this increase resulted, not from the new conditions, but from the knowledge of being observed. This finding provided strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction.
Scientific management also had a significant impact on the study of job satisfaction. Frederick Winslow Taylor’s, Principles of Scientific Management, argued that there was a single best way to perform any given work task. This book contributed to a change in industrial production philosophies, causing a shift from skilled labor and piecework towards the more modern approach of assembly lines and hourly wages. The initial use of scientific management by industries greatly increased productivity because workers were forced to work at a faster pace. However, workers became exhausted and dissatisfied, thus leaving researchers with new questions to answer regarding job satisfaction. It should also be noted that the work of W.L. Bryan, Walter Dill Scott, and Hugo Munsterberg set the tone for Taylor’s work.

Some argue that Maslow’s hierarchy of needs theory, a motivation theory, laid the foundation for job satisfaction theory. This theory explains that people seek to satisfy five specific needs in life – physiological needs, safety needs, social needs, self-esteem needs, and self-actualization. This model served as a good basis from which early researchers could develop job satisfaction theories.

### 3.3 DETERMINANTS OF JOB SATISFACTION

Herzberg and Peterson reviewed more than one hundred and fifty five such studies and listed various job aspects in ten different categories each representing on the job components of Job Satisfaction. These job factors are briefly defined as follows:

- **Intrinsic aspect of job**: This factor was more frequently mentioned in studies than any of the other factors. It includes all of the many aspects of the
work which would and to be constant for the work regardless of where the work was performed.

- **Supervision:** Those aspects of job situation mentioned second most frequently pertain to the relationships of the workers with his immediate superiors. Supervision as a factor, generally influences Job Satisfaction.

- **Working Conditions:** Work environment which are art necessarily a part of the work. They are more a functions of the particular organization as company. ‘Hours’ is also included in this factor because it is primarily a function of the organization affects the individuals comfort and convenience in much the same way as other physical working conditions.

- **Wages:** This factor includes all aspects of the job involving present mentally remuneration for work done. This is one of most homogeneous of the 10 major factors.

- **Opportunity for advancement:** This term includes all those job aspects which the individual sees as potential sources of the betterment of a economic position, organizational status, or professional experience. This factor is also reported to be relatively homogeneous as seen from the similarity of the job aspects listed everywhere.

- **Security:** It is defined to include those features of the job situation which lead to assurance for continued employment, either with in the same company or within the same type of work or profession. In some instances this means that the opportunity for mobility is absent but continued
employment is assured. So that survival pressures and unstable labor demands arouse little (or) no anxiety in the worker.

- **Company and Management:** This includes many of those aspects of the worker’s immediate situation which are a function of organizational administration and policy. This factor is rather unique in the sense that administrative policies either directly or indirectly affect many of the other factors. This factor includes the relationship of the workers with all company superiors above the level of immediate supervision.

- **Social aspects of the job:** It admit all job aspects involved in the relationships of the worker with other employees, especially those employees at the same (or) nearly the same level within the organization. This factor includes all on-the-job contacts among these individuals, whether those contacts are for working and operating purposes or for more personal reasons. As with the supervision factor, social aspects as a general influence on job attitudes are also included in the analysis and comparisons.

- **Communication:** This factor adds those aspects of the job situation which involve the spreading of information in any direction within the organization terms such as information of employee status, information on new developments, information on what the company is doing, information on personnel policies and procedures information on company lines of authority, suggestion systems, instructions and orders, annual reports etc., are used in literature to represent this factor.
• **Benefits:** This factor let in all those specific phase of company policy which attempt to prepare the worker for emergencies, illnesses, old age and hospitalization. Also the company allowances for holidays leave and vacations are included within thus factor.

3.4 **EFFECT OF JOB SATISFACTION**

The following are the some of the effect of job satisfaction for the college teachers for positive relationship and performance.

• **On Productivity:** The satisfied workers are more productive than their less satisfied counterparts. Though research evidence does not establish any consistent positive relationship between satisfaction and performance, the general consensus is that in the long run if not in short-run, job satisfaction leads to increased productivity. Research evidence indicates that the satisfied workers will not necessarily be the highest producers. In fact, the reward employees receive results in greater performance. There is also evidence to suggest that job performance leads to job satisfaction and not the other way round.

• **On absenteeism:** There is inverse relationship, though based on pretty research evidence between satisfaction and absenteeism. When satisfaction is high, absenteeism tends to be low and vice versa. As in productivity, absenteeism is subject to modifications by certain factors like the degree to which people feels that their job are important. The employees believe that their job is important. Employees who believes that their work is important than do those who do not feel this way. It is also worth mentioning, that a
degree of job satisfaction will not necessarily result in low absenteeism, while a low level of job satisfaction likely to bring about high absenteeism.

- **On turnover:** Like between satisfaction and absenteeism, an inverse relationship, though at a moderate level, has been established between satisfaction and turnover. However, the other moderate factors as well influencing the employees turnover rates. There may be some employees who cannot see them working anywhere else, so they remain in the organization regardless of how much dissatisfied they feel in the organization. Similarly, if the condition of the economy is such that people find it tough to find job, even the dissatisfied ones will stay where they are. If green pastures are available, employees do not mind going in search of them, even when they are satisfied with their existing jobs.

Now, on an overall basis, it is accurate to say that job satisfaction affects turnover rates. Although absolute how turnover is not necessarily beneficial to the organization a low turnover rate is usually desirable because of training costs and the drawbacks of inexperience.

- **On other dimension:** Added to those noted above are following other effects of job satisfaction:
  - Employees with high job satisfaction tend to have better mental and physical health.
  - They learn new-job related tasks more easily and quickly.
  - They commit fewer mistakes including job accidents.
– They have and file fewer grievances about the job and the management.
– Last but least, the satisfied employees tend to evince pro-social attitude towards their co-workers and customers.

3.5 AIMS OF JOB SATISFACTION STUDIES

The following are the basic aims for the earlier job attitude researches.

❖ Economic aim
❖ Humanistic aim
❖ Theoretical aim

The economic aims of job attitude research are that a satisfied employee will be more productive than a dis-satisfied employee. The humanistic aim of the job attitude research is to make the work hours as pleasurable and as meaningful as possible. The theoretical aim of job attitude research is to increase or understanding of man. The economic aims were strongly represented is a early research as amplified by the work of Taylor who laid the foundation of scientific management is 1911.

Although Taylor’s scientific management which provided a good example of the matching of human characteristics with those of the machine got undoubted success, it has several weak points. He failed to see the significant role of attitudes of workers in organizing and directing their behaviors.

In the field of attitude assessment of workers, Elton Mayo in 1925 propounded his, theory of ‘human relations’.
The Publication of the classic Hawthorne studies proved almost a revolution for those interested in studying the behavior of people working in industries and the finding proved to be trend setters in a coming decade.

The Hawthorne studies led to the realization that work is a social phenomenon. The workers operate within the social framework which has its rules and regulations, and these affect the worker’s attitude and efficiency. Job attitudes are influenced by the total job environment (or) at least, by its various aspects.

3.6 SOURCES OF JOB SATISFACTION

The following are the some of the sources of job satisfaction for the life of the college teachers.

- **Productivity**: Most workers gain satisfaction from turning out a good day’s work. Many individuals enjoy a good feeling heading home in the evening after a competitive productive day. A full day’s work makes the employees feel good.

- **Quality of work**: Workers who enjoy doing things right can be called master workers. It is satisfying to be recognized by superior and co-workers as a high producer, but it can be equally satisfying to be known as a ‘quality’ producer. The workers get kicks by doing quality work.

- **Learning**: To do quality work, you need to keep learning and continuously upgrade the professional skills. It takes a positive learning attitude to do work. Workers feel pride on keeping their skill level high.
• **Expressing creativity**: when workers expressing contribution and releasing creativity they gain satisfaction. It is the feeling that comes through empowerment. Instead of being left behind, workers are doing part to solve problems which pumps the employees to do work.

• **Professionalism – A sense of pride**: Working, in some respects, is like playing a game. The better they play the more pride the employees get. When employees perform to capacity with few mistakes, employees can take pride in a job well done. It’s cool to know employees are ‘Pro’ at what they do.

• **Recognition**: It is the psychic reward for doing an excellent job. Many dedicated and productive workers leave their jobs when they do not receive the recognition they feel they have earned. To some, recognition is a primary source of satisfaction and can be more important than monetary rewards. Employees praise for high performance is most satisfying.

• **Team work**: Workers being a member of winning sports team, they know the great feeling of inner satisfaction that comes from being a team member. Everyone who works together is a member of a team or family. The rewards from being team members are substantial. Employees feel great to share in a team victory.

• **Social satisfaction**: Working relationship can become very satisfying. Many workers are anxious to return to work towards the end of a vacation, not because they miss their work, but because they miss their coworkers or
friends. Workers should feel that their best friends are coworkers and customers.

- **Personal growth:** Workers sometimes sense a feeling of deep satisfaction when they experience a degree of new personal growth. Examples might be receiving accolades from a staff presentation, working with people they worry about, acting for the first time as a mentor, or teaching a new employee a skill they had difficulty learning.

- **Work environment rewards:** Two factors are involved: Physical and Psychological. First a job is located in a physical environment that provides satisfaction, for example outdoor near the beach or mountains. Second the work in a supportive climate where the workers know management is behind them. It is a pleasant, supportive place to work.

### 3.7 IMPORTANCE OF JOB SATISFACTION

The importance of job satisfaction plays a major role in our occupational life. It has relation with many aspects because it affects a person's

- Mental health
- Physical health
- Increase in output

- **Mental Health:** If a person remains continuously dissatisfied with the job it affects the mental health of the individual. The continuous tension leads to much maladjustment in the behavior.
• **Physical Health:** Job Satisfaction affects the physical health of the person. If a person is under continuous stress, he/she will suffer from health problems like headaches, heart and digestion related diseases etc.

• **Increase in output:** The output automatically increases with job satisfaction because when a person is happy with his job situation, he would like to put more effort in his work, which in turn will increase the output.

### 3.8 HIGH JOB SATISFACTION LEADS TO CAREER SUCCESS

- When you are satisfied, you release your inner enthusiasm and creativity.
- When you are happy, you are more positive, which keeps those around you more positive.
- Having job satisfaction usually pleases management – so when you please yourself you also please your boss.
- With high job satisfaction you build better relationship with supervisors, co-workers and customer because satisfaction is infections.
- When things are going well on the job, you do not look for way to escape work, rather you look for more meaningful assignment. When you are satisfied, you stay more focused so you make fewer mistakes.

### 3.9 JOB SATISFACTION MODEL

One most researched job attitudes is job satisfaction. It refers to positive view point’s hold towards their jobs. Job satisfaction can also be global, which refers
to how an employee feels about the job in general. On this model the author categories the job satisfaction into three categories employee dissatisfaction, fulfillment commitment engagement, and employee satisfaction.


**Figure 3.1: Job satisfaction model (field, 2008)**

On this the author discusses in detail regarding the factors leading to employee satisfaction and employee dissatisfaction. There are several components causes individual to be satisfied or dissatisfied at work. There are three general categories of satisfaction or dissatisfaction. They are job characteristics, social comparison and disposition.

Job characteristics theory includes skill variety, task identity, task significance, autonomy and feedback. The most widely used method of assessment is type of work, pay, promotional opportunities, supervision and co-workers. Social comparison follows the same principle as vicarious experience under the self –
efficacy theory. Human beings are social individual causing pressure to be prevalent in the workplace. Dispositional mechanisms play a role in the development of job attitudes such as job satisfaction.

Employees are dissatisfied due to the following factors such as poor pay, poor compensation, poor working conditions, and lack of promotions poor benefits offering lack of job security. The various factors leading to employee satisfaction are good leadership practices, good manager relationship, recognition, advancement, personal growth, feedback and support, clear direction and objectives. Rather than the above factors some of the factors influencing job satisfaction are student teacher relationship, job commitment, job performance, management policies, work load, reward and recognition, stress and its management, educational climate and work environment.

3.10 INTRODUCTION OF WOMEN IN SOCIAL CHANGES

Women are an inseparable part of the development of a country. Nearly half of the populations of a country are women. Education is media through which women development can be achieved where the women college teachers have significant role to play.

- **Education for women:** The importance of education to progress is evident in its inclusion, along with economic output and health, in the human development index. An investment in human capital through education and training is critical to improving economic productivity in the transition countries, especially in the context of the increasingly knowledge driven
world markets. Similarly, education for woman represents a direct investment in the ability of women to participate in society, especially as decision – making positions.

- **Education and employment**: Education and employment have direct bearing on economic empowerment, therefore, brief detail of women’s education and employment scenario is given here. Education has been a very important part of Indian social and cultural life from the earliest times.

  The gender gap works out to 100%. Over the six censuses conducted in India since independence the literacy rate for females has increased from 8.86% to 54.16% which means that about half of the women are still illiterate.

  Since education lays a dialectical role and acts as a catalyst in the long term, it has to be viewed as liberating instrument and efforts have to be directed towards removing barriers to women’s access to education in general and quality education in particular. There has been sharp variation in the literacy rates in the rural and urban areas with high rate of gender disparity among the SC’S.

  Women are now employed in higher number in factories, plantation and mining and quarrying. It is to be noted that women’s employment is declining in which is commendable, looking at its hazardous nature of the occupation.

**Women in 21st Century**

Every year millions of women participating in millions of jobs overseas send hundreds of millions of dollars in remittance funds back to their homes and
Throughout the world, remittances sent back by diaspora communities play a vital role in supporting loved ones left behind. These funds go to fill hungry bellies, clothe and educate children, provide health care and generally improve living standards for loved ones left behind. They contribute their technical and professional expertise, pay taxes and quietly support a quality of life that may take for granted.

For many women, migrations open doors to a new world of greater equality, relief from oppression and the discrimination that limits freedom and stunts potential.

When feminist scholars however, examined the effects of inserting women and family into the state market nexus, they demonstrated how a different set of questions, emerge, questions that the female bread winner approach needed to address if it were to reflect the realities of women’s lives. For instance, the model needed to specify the social conditions that will allow establishing independent households. The bread winner concept is available to provide care giving. At the same time, a woman’s caring responsibilities curtail her bread winner capacities, making her appear as an inferior bread winner.

- **Changing frozen moulds- women perspectives:** Women have always been the subject of discussion since time immemorial in view of her potential contribution to the advancement of human civilization with an active role in strengthening the family system.

Women’s sense of self in the workplace is defined primarily by quality of hard work, relationship efficiency and achievement but the value like support, trust communication are most important.
They are more interested in quality of work relationship personal expression and mutual support than men, they experience fulfillment by sharing, collaborating and co-operation in the process of achieving greater success compared to men.

Both men and women have different perspectives and approaches at workplace. The fact of the matter is that organizational productivity and efficiency is better served if gender bias is to the quality of human mind that contributes to effectiveness and not the gender difference.

- **Women’s specialties:** To identify the perspectives changes in the working style of women in workplace signifying their vertical mobility in the organization and the corporate human relations management, it also aims at projecting the image of women in the workplace as a sign of progress in recent times. A critical analysis of the situation prevailing in the new century which brings into light many acts that need to kept in mind while designing workplace strategies are new line of thinking emerging without gender harassment and discrimination.

General practices followed at workplace

- Less payment for women
- Male superiority
- Male centric policies
- Cultural domain
- Unwanted bossism
In India equality for women is a concept that constitution avows, with the ground reality presenting a completely different picture. In a society, women’s rights are often denied and where the dominant structures of family are still patriarchal, women have really prone to the conditions and shown their strength by proving their efficiency. Mostly the effective women have really been ideal.

3.11 WOMEN COLLEGE TEACHERS

Teaching is the noblest professions. It is therefore important that those individual who join the teaching profession should be dedicated and competent in their work. A teacher can perform to the maximum of his capacity.

College teacher’s attitude may contribute to job satisfaction as such is not synonymous so that these may be used interchangeably. “Attitudes thus, the way an individual tends to interpret, understand or define a situation or his relationships with others”. Since attitudes are also generated within groups and individuals tend to accept various attitudes desired by the groups which they belong as their own, he finds it difficult to change his attitudes materially from those of the group. “An attitude is therefore, a set to action with an emotional overtone”. Attitudes are learnt and some are changed frequently but a change of attitude cannot be forced upon an individual’s he must have the willingness and readiness to accept the change.

Similarly, job satisfaction is not the same as employee morale, although job satisfaction may contribute to morale and may be important to productivity. ‘Morale’ is the composite expression of employee attitudes in an organization which is generated by the groups and may best be considered as by product of the group
being determined by “a feeling of group solidarity need for a goal, observable progress towards the goal and individual participation in meaningful tasks necessary in achieving the goals”. Thus many researchers do not consider that the terms job satisfaction and morale are synonymous so to be said interchangeable.

Job satisfaction from and caused by many interrelated factors. However the factors leading to job satisfaction must be considered in general term since it is extremely difficult to isolate them for analysis from one another completely, though by using statistical techniques we may get an indication of their relative importance to job satisfaction.

3.11.1 Importance of job satisfaction for teaching faculty

Increasing teachers job satisfaction may prove to be the most important initiative that a state can undertake to improve performance. The link between work and satisfaction has long been established as key differentiators for all types of institution. Yet few institutions do an effective job of measuring faculty satisfaction.

3.11.2 Benefits of teacher satisfaction

Satisfaction is a powerful motivator of human behavior. It is imperative that administrator understand satisfaction vs. dissatisfaction. The benefits of employee satisfaction are often realized immediately and the results can be staggering:

- Improved instruction
- Enhanced team work
- Decreased turnover / improved retention
Increased productivity
Better communication
Reduced absenteeism

3.11.3 Measuring teacher satisfaction

Job satisfaction can often be difficult to measure. The consequences of ineffective measurement can be detrimental to an institution. Common measurement errors include:

- **Inconsistent measurement:** Institution often makes the mistake of polling faculties when problem are obvious. Often, they will change the format and their questions. They neglect together consistent and comparable feedback over a defined time period in order to determine trends.

- **Anecdotal input:** “The squeaky wheel gets the grease”. Institutions that rely on unsolicited information are reactive. A proactive approach does not rely on word-of-mouth or gossip.

- **Ambiguous language and definitions:** These are questions structured to give feedback that is interesting (50% of faculties are happy versus actionable 27% of faculty intend to look for new jobs) precise language, questions and analytics provide specific information needed for decision making.

- **Expensive and time consuming:** If conducting one survey is time consuming, then the ongoing process of monitoring and surveying requires
tremendous time, effort and expertise. Most districts don’t have luxury of in-house surveying. Consider automated services and outsourcing.

3.11.4 Work family balance and job satisfaction of women

Widely noted demographic and sociological changes in the workplace, both public and private, over the last 40 years have gradually but increasingly focused attention on the need for workplace satisfaction. Women are more educated more employed at higher levels today than ever before. Increasingly, there are families in which both the mother and father have jobs.

The traditional family model of the husband as the breadwinner and wife as a homemaker and child care taker increasingly becomes a vestige of the past.

The dual career family is one in which both heads of household pursue careers and at the same time maintain a family together. The educational attainment of women and their desire to achieve status in their own right has, among other factors, led to a steady influx of women into paid employment with the consequent emergence of the phenomenon of dual career families.

A popular focus of most studies on the work family interface is work family conflict, a concept underpinned by a scarcity hypothesis. The scarcity hypothesis contends that individuals have a finite amount of energy and when involved in multiple roles these roles tend to drain them and inevitably cause stress or enter role conflict in which role pressure from the work and family domains are naturally incompatible in some respect so that participation in one role is made more difficult by virtue of participation in the other role. In particular support has been proposed to
be an important factor contributing to job satisfaction and marital adjustment. The need of women in a dual career family may be met through alternatives work schedules, which allows the women, flexibility in balancing their home and work demands.

What organization can do in remove career penalties for work-life balance, educate managers about the dual career couple’s work family needs and expand the policy focus from work-family to work life.

Initially the needs of the dual career family were met through alternative work schedules which allow the parents flexibility in balancing their home and work demand.

3.12 EDUCATION IN TAMIL NADU

Higher education has become the primary instrument for transformation of social and economic systems for the benefits of the people in 21st century. Major changes are being brought about in the higher education system all over the world by innovative methods of teaching and learning, introducing information technology and emphasizing knowledge generation and employment opportunities.

A detailed presentation of the policy covering financial outlay, collegiate education, women’s education, introduction of job oriented courses, accreditation of colleges by national assessment and accreditation council, granting of autonomy, filling up of the posts of lecturers in government and aided colleges, special coaching to SC/ST and MBC students, teachers faculty improvement program,
university education, technical education, single window system in polytechnics, rural reservation, and financial assistance are provided.

The National policy on education (1986), with a view of moving the higher education system to the central slot in the education scenario of India, has spelt out the strategies to impart the needed dynamism and vibrancy as never before of these strategies a major one envisioned by it is the creation of structures for coordination at the state and National levels. It has proposed in specific terms that state level planning and coordination of higher education should be done through state councils for higher education set up as statutory bodies. The university grants commission and the state councils should develop coordinate methods to keep a watch on standards. It is in pursuance of this significant recommendation of the national education policy that the government of Tamil Nadu established a state council for higher education by the Tamil Nadu state council for higher education [TANSCHE] act. Details of the role, functions, activities and plans of TANSCHE are covered.

- **Tamil Nadu state council for higher education [TANSCHE]:** The Tamil Nadu state council for higher education [TANSCHE] was established by an act of the Tamil Nadu legislative assembly in the year 1992 for the promotion and coordination of higher education of the state level programs with those of the UGC. The state council functions with two divisions.

  a) The council with its members.

  b) The advisory board of vice-chancellors with the vice-chancellors of all universities members.
3.13 SELF – FINANCING COLLEGES

Self – financing colleges are those colleges, own the whole of the college or institution and pay salaries to their staff. In short they are private organization or colleges, which do not depend upon any other government or outside sources for financing their ventures. Usually such colleges charge high fees. The Chennai city consists of 28 self– financing arts and science.

These colleges have its procedure for selecting candidates to fill up the seats in the institution and also set its own rules and regulation. These colleges are either entirely autonomous or depend on the university for the course curriculum and admission. Self-financing college is that it can have an admission process based strictly on merit and not bother about the reservation system. The institute also need not necessarily have an entrance exam at all, which would be a relief to many who despite getting good marks in a qualifying board exam are unable to deal with the tough questions of an entrance exam.

Self – financing colleges provide access to those students who belong to very good educational background. Higher fees in self – financing colleges do not form a barrier or restriction to participate in higher education. They do not get any financial grants from UGC nor do they get any benefit from UGC.