Globalization and privatization has enforced changes in the management education which inevitably lead to changing expectations of students and academicians. Satisfaction of students and academicians are important measure of service quality of university and institutes. The assessment of the service quality provides an important feedback for universities. There is cut throat competition in market for MBA admissions among universities which is a big challenge which are providing MBA courses. Students and academicians are the two important component of the university. Until and unless, both are satisfied; university cannot deliver service quality. So universities can have advantage from the feedback of the assessment of service quality of the university that’s what researcher has done in this study. The target of this research entitled “Satisfaction of Management Students and Academicians of Universities in Haryana” is to find out the level of satisfaction of management students and academicians; to identify the factors of satisfaction of management students and academicians and to suggest the innovative ways to enhance their satisfaction level. For these sub objectives, a total of 28 hypotheses are developed and tested. In this research, students’ and academicians’ satisfaction were studied with the help of self structured questionnaires which consists 85 and 77 statements respectively. Students’ satisfaction questionnaire are having 12 factors viz. admission procedure, fee Structure, physical Facilities, ordinance and scheme, teaching, support from department, student teacher relationship, extra-curricular activities, industrial training, training and placement, support from administration and nonteaching staff and safe and secure campus. Academicians’ satisfaction questionnaire consists of 10 factors i.e. teaching and research, working environment and physical facilities, administrative duties and other non academic duties, opportunities for promotion, salary and remuneration, supervision, colleagues’ behaviour, dealing with non teaching staff, job clarity and security and support from higher authority of university.

This chapter summarizes the major findings of the study and recommendations made by researcher for increasing the satisfaction level of management students and academicians in universities of Haryana which is divided into five sections:
6.1 includes the major findings of the chapter 4 i.e. satisfaction of management students in universities of Haryana and recommendations made by researcher on the basis of these findings for increasing their level of satisfaction.

6.2 encompasses the important findings of the chapter 5 i.e. satisfaction of management academicians in universities of Haryana and suggestions made by researcher on the basis of these findings for enhancing their level of satisfaction.

6.3 embodies the practical implications of the present study.

6.4 presents scope of the future direction and researches.

6.5 highlights the conclusion of the study.

6.1 Findings and Suggestions relating to the Satisfaction of Management Students in Universities of Haryana

Total 1000 students (100 from each selected ten universities) are investigated to know their satisfaction level regarding universities in Haryana. The students are taken from the universities of Haryana (five public and five private universities) viz. Guru jambheswer university, Hisar, Kurukshetra university, Kurukshetra, Choudhary Devi Lal University, Sirsa, Maharshi Dayanad University, Rohtak, Baghat Phool Singh Mahila Vishawavidlya, Khanpur, Amity University, Manesar, Apeejay Satya University, Gurgaon, Baba Mastnath University, Rohtak, Mahrishi Markandeshwar University, Ambala and Manav Rachna International University, Faridabad. Students’ satisfaction is measured against twelve factors which are mentioned earlier.

6.1.1 Findings

- In the descriptive analysis of demographic profile of students (Table 4.1), the major findings are as follows: universities of Haryana hold the interest of students from other state also, majority of commerce students have inclination towards MBA and almost 40% students are interested to opt finance specialization.

- The overall estimates of the research revealed that most influencing statements of students’ satisfaction are- online admission process (0.832) and accuracy of all information provided in the prospectus for admission (0.817). The least influencing statement in the factor is documentary formalities to take admission (0.685) (Table 4.4). Although, in type of university wise analysis, it was found that there is no significant difference between public and private universities regarding admission procedure.
Students are equally satisfied in public and private universities with the admission procedure (Table 4.30).

- The study shows that most influencing statements in fee structure factor are: reasonable fee structure (0.861), scholarships for meritorious students (0.846) and financial awards for achievements (0.820). The least influencing statement in fee structure factor is availability of education loan (0.703) (Table 4.6). It is found that students are more satisfied with fee structure in comparison with public universities (Table 4.31).

- The responses of the students of the universities indicate that classroom designed with modern facilities (0.842), computer labs and Wi-Fi (0.826) and conference hall and auditorium (0.825) are the most influencing statement for physical facilities factor of students’ satisfaction (Table 4.8). For physical facilities factor, it is found that there is significant difference in students’ responses. Students in private universities are more satisfied with physical facilities than public universities (Table 4.32).

- Researcher observed that the most influencing statements in ordinance and scheme factor for students’ satisfaction are: syllabus is designed in the context of Indian corporate scenario (0.835), internal assessment criteria (0.820) and content of the syllabus (0.819). The least influencing statement in this factor is passing marks criteria (0.738) (Table 4.10). In the comparison between public and private universities (Table 4.33), there is no significant difference exist between the responses of students of public and private universities. It is observed that students in both public and private universities are not satisfied with the ordinance and scheme.

- The study represents that teachers are having knowledge about corporate sector and latest happening in their filed/area (0.858) and teachers’ knowledge of their subjects (0.850) are the most important and influencing statements of teaching factor for students’ satisfaction in Table 4.12. According to comparative analysis (Table 4.34), there is significant difference exist between students’ responses of public and private universities. Students found to be more satisfied with teaching in public universities comparatively private universities.

- The overall estimates of research revealed that higher authority of the department always take initiative for students’ betterment (0.869) and higher authority of the department is approachable (0.819) are the most influencing statements in the support from department factor in Table 4.14. In the Table 4.35, there is no significant difference in students’
responses between public and private universities. Students are satisfied in both type of
the universities with regard to support from department factor.

- **Teachers are fair and unbiased in their treatment of individual students** (0.854) and
  **teachers are really motivational and inspirational** (0.836) are the most influencing and
  contributing statements in the student teacher relationship factor for students’ satisfaction
  in Table 4.16. As shown in Table 4.36, there is no significant difference between public
  and private universities. As researcher observed that students are not having good and
  fine relationship with their teachers in both public and private universities.

- The study identified that **business quiz/corporate affairs/case study** (0.856), and **alumni
  meet** (0.850) are the most influencing and contributing statements in the extracurricular
  activities factor for students’ satisfaction. The least in influencing and contributing
  statement is **formal dress code** (0.716) in Table 4.18. In the comparison of hypotheses,
  there is significant difference between students’ responses of public and private
  university. As shown in the Table 4.37, students are very much satisfied with extracurricular
  activities in the private universities in comparison to the public universities.

- **Researcher found that industrial visits are beneficial in exposure** (0.825) and **department
  follows more than one industrial visit annually** (0.800) are the most influencing and
  contributing statements in the industrial visit factor for students’ satisfaction in Table
  4.20. Although in the type of university analysis, as shown in the Table 4.38, a significant
  difference is not existed in students’ responses between public and private universities.
  Students reported that universities are not able to arrange industrial visits for the students
  due to administrative problems and lack of links with corporate. So, students are not
  satisfied in both types of universities.

- The study represents that **training and placement cell is having collaboration with
  companies** (0.842), **training and placement cell is active to provide training and
  placement to students** (0.814) and **availability of training and placement officer** (0.810)
  are the most contributing and influential statements in the training and placement factor
  for students’ satisfaction. **Teachers provide instructions to the students before going on
  training** (0.709) is the least contributing and important statement in this factor in Table
  4.22. In the Table 4.39, there is no significant difference in students’ response between
  public and private universities. Students found that there is no placement in both types of
  Universities. Overall students are not satisfied with placement in universities of Haryana.
Result is declared timely (0.855) and higher authorities of the university are approachable to the students (0.808) are the most contributing and influencing statements in the support from administration and non teaching staff factor of students’ satisfaction in Table 4.24. It is depicted from the Table (4.40), there is significant difference in students’ response regarding support of administration and non teaching staff between public and private universities of Haryana. Students are more satisfied in the private universities with the factor than public universities.

Researcher observed that strict security system (0.795) and availability of women cell (0.785) are the most contributing and influencing statements in the safety and security for students’ satisfaction in Table 4.26. Although in the type of university wise analysis as shown in the Table 4.41 there is no significant difference between students’ response in public and private university regarding safety and security of the students. Students found that there is no proper arrangement regarding safety and security neither in private universities nor in public universities. Students are not satisfied with safety and security arrangements in both public and private universities.

In the comparative analysis of students’ overall satisfaction between public and private universities of Haryana as shown in Table 4.42, there is no significant difference in the students’ responses between public (M=2.62) and private universities (M=2.73). Students are not satisfied with both type of universities. That’s why the admission in MBA keeps on declining stage. The scenario in MBA admission is worst in the universities of Haryana.

With the help of stepwise regression, researcher has found that the most contributing factors in the students’ satisfaction i.e. fee structure, physical facilities, ordinance and scheme, extracurricular activities, training and placement and safe and secure campus in Table 4.27. It is found that all six factors are significantly correlated (Table 4.29) with each other and hypothesized model fits the data collected from students (Table 4.28). All factors represent the satisfaction of students of universities in one way or other way. For discriminant reliability and validity, there is composite reliability greater than 0.7. Average variance extracted (AVE) is greater than maximum shared variance (MSV) and maximum shared variance (MSV) is greater than average shared variance (ASV) as shown in the table 4.29 and all the conditions are fulfilled by these six factors so discriminant reliability and validity exists in the model and no validity concern is in the model.
In Table 4.43, there is no clear indication of the perception of students about the image of universities because there are mixed responses given by them. From the table 4.44, it is revealed that training and placement (3.14) is the most important factor while giving preference to the major factors of students’ satisfaction by students. The second most important factor is fee structure (3.06) followed by extracurricular activities (3.05). Support from administration and non teaching staff (2.62) is found to be the least preferential factor by students.

6.1.2 Suggestions

Based on the above findings, the following suggestions are made in the Indian context:

- Training and placement came out to be most important factor for management students’ satisfaction. For training and placement, students shared that there should be collaboration of training and placement cell with reputed companies so that it can help to provide training and placement opportunities to students. Universities should create company-university collaboration platforms and portals from where they can reach easily to HR professionals of the company. There are some excellent networking tools like LinkedIn, Facebook, Twitter and Pinterest etc. through which university can create professional links and review it regularly. University brochure and website should be designed professionally so that it can have great impression in the mind of Companies. The cell should be very active to make students aware about employment’ opportunities. Many students reported that there is no availability of training and placement officer in university, therefore recruitment of training and placement officer must be mandatory in management department.

- However there is no issue for students about fee structure in private universities but there is need to revise the fee structure by public universities. However, Public universities provide many reserved category scholarships but there should be more scholarships and financial awards for meritorious students also. Private universities consider the scholarships a major tool to attract the potential students therefore they provide attractive scholarships to the students but public universities are bounded with rule and regulations of the regulatory bodies. Government universities don’t advertise like private universities so they should make students aware about the scholarships provided by government.
Extracurricular activities also a major concern for management students’ satisfaction. For improving students’ satisfaction, universities should involve the students in such activities through which they can develop leadership quality, entrepreneurial skills, team building capacity, communication and emotional intelligence etc. Universities should mandate conferences, seminars, business quiz, debate on corporate affairs and workshop etc the part of academic and curriculum. One presentation per day should made by MBA students which will create self confidence in them.

The study revealed that ordinance and scheme plays an important role in the students’ satisfaction and they are not satisfied with it. According to the study for improving the ordinance and scheme, syllabi should be designed in the context of Indian corporate scenario. In the PGBOS meetings of Universities, there should be corporate professional so that they can suggest the required changes in the syllabus. Corporate scenario keeps on changing rapidly therefore syllabi should be revised for MBA accordingly so that students can cope with the change very easily. Another thing is internal assessment criteria should be changed for management students. There should be weightage of presentation, debate, case studies and participation more than minor test and attendance etc. because being management students; they are expected to be master of good communication and personality.

The study shows that physical facilities should be improved in the public universities. Smart classrooms should be there and equipped with modern equipments like LCD’s, projectors, smart boards, Wi-Fi campus and e-library. Government universities should feel the requirement of these modern facilities for management students for increasing their satisfaction because nowadays students emphasis on physical facilities also before taking admission in any university.

Nowadays, safety and security in the campus is extensive matter for students’ satisfaction, especially for girls. The security system should not be just for namesake; it should be actually active. Students recommended that there should be security guard at every booth and network should be interconnected because crime rate is increasing in colleges and universities for the last few years. Without identification, no one and no vehicle should be allowed to enter in the university. Students experienced that in many universities women cell is not available and if availability is there, it remains inactive. For students and their parents’ satisfaction, there should be

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safe and secure environment in the university. Girls face a lot of problems while staying in university which can be solved only through women cell.

- Google has introduced new feature like teleconference which is good way to connect with prospective students. Admission team should arrange Google hangout with the students which can help to resolve queries in no time during admission process.

- Universities should provide platform or opportunity to share their success stories of their students in the form of short video or text or photograph. All such success stories should be uploaded on YouTube channel of the universities. Existing students should share their internship or live project experience with the world. Due to lack of branding and promotional activities on part of the universities in India, an MBA aspirant from other country is not aware of the presence of the university especially public university where they do not do marketing of the university. Candidates of South India usually are not aware of many a good universities in Haryana as well. They are aware about only those B-schools who promote themselves with the help of MBA Portals, active participation in Social Media, Sponsoring Educational fairs or seminars or conclaves, organizing events in the campus.

6.2 Findings and Suggestions relating to the Satisfaction of Management Academicians in Universities of Haryana

Total 150 academicians (15 from each selected ten universities) are investigated to know their satisfaction level regarding universities in Haryana. The academicians are taken from the universities of Haryana only which are mentioned above. Academicians’ satisfaction is measured against ten factors named teaching and research, working environment and physical facilities, administrative duties and non academic duties etc.

6.2.1 Findings

- In the descriptive analysis of demographic profile of academicians (Table 5.1), the major findings are as follows: only 4% academicians are holding the position of Dean/ Director and HOD, mostly academicians are having salary range between Rs. 30,000 to 40,000 and there are almost equal number of male and female who are having profession of teaching.

- The overall estimates of the research revealed that most influencing statements of academicians’ satisfaction are to teach students of different background (0.892), financial
support from research (0.884) and syllabus and course content (0.883). The least contributing and influencing statement in this factor is system to conduct exam appropriate and efficient (0.813) in Table 5.4. Although, in type of university wise analysis (Table 5.26) it was found that there is significant difference between public and private universities regarding teaching and research. Academicians are more satisfied in public universities than private universities with the teaching and research factor.

- The study shows that most influencing statements in working environment and physical facilities factor are the physical ambience of the department (0.947), location of the university (0.934) and transportation and adequate space for the parking (0.932) as shown. The least influencing statement in Working environment and physical facilities factor is sports centre (0.822) in Table 5.6. In comparison of the responses of academicians of public and private universities in Table 5.27, it is found that academicians are more satisfied with working environment and physical facilities in private universities in comparison with public universities.

- The responses of the academicians of the universities indicate that load of non academic duties (0.848) is the most influencing statement for administrative duties and non academic duties factor of academicians’ satisfaction. The least influencing statement in this factor is administrative duties are assigned with prior consultation (0.643) in Table 5.8. In Table 5.28 for administrative duties and non academic duties factor, it is found that there is no significant difference in academicians’ responses between public and private universities. Academicians are not satisfied with administrative duties and non academic duties in both public and private universities.

- Researcher observed that the most influencing statements in opportunities for promotion factor for academicians’ satisfaction is equal opportunities to all for promotion (0.910). The least influencing statement in this factor is promotion is seniority based (0.656) in Table 5.10. In the Table 5.29, there is significant difference exist between the responses of academicians of public and private universities. It is observed that academicians in public universities are satisfied with the opportunities of promotion but in private university they feel that there is no fair procedure for opportunities of promotion that’s why they are not satisfied in private universities with opportunities for promotion factor.

- The study represents that regular salary (0.901) and retirement benefits (0.874) are the most important and influencing statements of salary and remuneration factor for
academicians’ satisfaction in Table 5.12. According to result in Table 5.30, there is significant difference exist between academicians’ responses of public and private universities. Academicians found to be more satisfied with salary and remuneration in public universities comparatively private universities.

- The overall estimates of research revealed that superior is impartial (0.889) is the most influencing statements in the supervision factor. Superior resolves students’/academicians’ conflicts quickly and timely (0.780) is the least influencing statement in this factor in Table 5.14. It is found that in the Table 5.31, there is no significant difference in academicians’ responses between public and private universities. Academicians are not satisfied with the supervision of higher authority in both type of universities.

- Team work with colleagues (0.952) is the most influencing and contributing statements in the colleagues’ behaviour factor for academicians’ satisfaction. Unity of the colleagues (0.791) is the least influencing and contributing statement in this factor in Table 5.16. As shown in Table 5.32, there is no significant difference between public and private universities. Researcher observed that academicians are not satisfied with colleagues’ behaviour in both type of universities.

- Non teaching staff’s accountability of not doing work within specific time period (0.956) is the most influencing and contributing statements in the dealing with non teaching staff factor for academicians’ satisfaction. The least influencing and contributing statement is availability of non teaching staff (0.908) in this factor in Table 5.18. There is significant difference between academicians’ responses of public and private university. As shown in the Table 5.33, academicians are very much satisfied with non teaching staff in the private universities in comparison to the public universities.

- Researcher found that job is secured (0.860) is the most influencing and contributing statements in the job clarity and security factor for academicians’ satisfaction. The least contributing and influential statement for academicians’ satisfaction is well defined authorities and responsibilities (0.660) in Table 5.20. Although in the type of university analysis, as shown in the Table 5.34, a significant difference is existed in academicians’ responses between public and private universities. Academicians observed that there is job security in the public university which is most important factor of job satisfaction which is not found in the private universities. So, academicians are more satisfied in public university than private university.
The study represents that *I easily convey my problems to higher authorities of the university* (0.810) is the most contributing and in fluent statements in the Support from higher authorities of the university factor for academicians’ satisfaction. *Participation of academicians in administrative decisions* (0.726) is the least contributing and important statement in this factor in Table 5.22. According to result as shown in the Table 5.35, there is no significant difference in academicians’ response between public and private universities. Academicians found that there is no proper channel to meet higher authorities neither in private nor in public universities. Academicians are not satisfied with support from higher authorities of the universities of Haryana.

In the comparative analysis of academicians’ satisfaction between public and private universities of Haryana as shown in Table 5.36, there is significant difference in the academicians’ responses between public and private universities. Academicians are more satisfied in public universities (M=3.97) than private universities (M=2.29).

With the help of stepwise regression, research found the most contributing factors in the academicians’ satisfaction. Researcher found that only five factors are most contributing to the overall satisfaction of the students i.e. salary and remuneration, teaching and research, job security and clarity, administrative duties and non academic duties and opportunities for promotion in Table 5.23. It is found that all the five factors are highly correlated with each other (Table 5.25) and hypothesized model fits the data collected from academicians (Table 5.24). For discriminant reliability and validity, there is composite reliability greater than 0.7. AVE is greater than MSV and MSV is greater than ASV as shown in the table 5.25 and all the conditions are fulfilled by these five factors so discriminant reliability and validity exists in the model and no validity concern is in the model.

In Table 5.37, there is no clear indication of the perception of academicians about the image of universities because there are mix responses given by them. From the table 5.38, it is revealed that *job clarity and security* (3.33) is the most important factor while giving preference to the major factors of academicians’ satisfaction by academicians. The second most important factor is *teaching and research* (2.99) followed by *working environment and physical facilities* (2.91). *Support from higher authorities of the university* (2.48) is found to be least preferential factor by academicians.
6.2.2 Suggestions

On the basis of major findings, the suggestions for academicians’ satisfaction are as follows:

- Job clarity and security came out to be the most important factor for academicians’ satisfaction. For increasing satisfaction among academicians, private universities should provide job security to them. Private universities should execute a bond of some years from academicians so that they can have job security for some time and can be loyal to the university and it should be extended on the basis of their performance. Workload also should be justifiable and should be according to the norms of regulatory bodies in both type of universities. Selection procedure should be fair. At the time of selection, more weightage should be given to academic performance i.e. API score and marks for interview should be kept for qualifying so that chances of biasness can be removed.

- Teaching and research is the primary concern for academicians’ satisfaction. The main hurdle of management academicians is to teach students of different background together. Universities should arrange some additional classes for those students who are having different educational background and face difficulty in the subjects so that academicians can give proper time to teach them separately. Another concern for academicians is lack of financial support for research. Research plays an important role for enhancing the knowledge of academicians which will be beneficial in their teaching so universities should provide financial support and time for research to them. Universities should grant funds for international conferences so that they can have international exposure and students can be benefited.

- Working environment and physical facilities factor is directly contributing to the academicians’ satisfaction; especially the female academicians take care about the location of the university and transportation facilities while to join a particular university. University should make the proper arrangement of transportation. University should focus on the physical ambience of the department, sitting arrangements, refreshments, conditions of the residential apartments and medical services etc. because satisfied academicians can transfer their satisfaction to the students.

- Financial motivation is the biggest motivation for individual. In private universities, academicians reported that there is no fair criteria for salary and remuneration, people
are getting different salary on same designation. At the time of appointment, private universities should define and justify academicians’ designation and salary. In public universities, there should be implementation of pay commissions timely so that they can have the benefits of salary hike on time. There is need to revise scale and salary structure to increase academicians’ satisfaction.

- The study reveals that academicians are very frustrated with the excess non academic duties especially in private universities where they perform the job of non teaching staff also. Universities should appoint the academicians for their primary function i.e. teaching otherwise it will be deviated them from their primary duty. These types of duties should be assigned with their prior consent.

6.3 Practical Implications of the Study

In the light of above suggestions, there are some following practical implications which can be recommended to the state government, universities and policy makers for improving the scenario in management education.

- At the time of granting permission of new universities and colleges or to increase the number of seats, regulatory bodies should emphasis on all the requirements whether university is fulfilling the criteria for providing the quality education. Haryana government should make some policies in this regard.

- For controlling the frauds in attendance, university should introduce bio metric system for both academicians and students in the classes. There should be online system for attendance and it should be blocked after particular class and department timings so that no one can change the attendance further.

- Teachers should motivate the students in such a way so that they should focus on gaining the knowledge not marks only. Teachers should inspire the students for live social and new projects rather than altering old projects and submission.

- Universities should allow admission only through some recognized test like CAT, MAT etc. and weightage should be given to interview and group discussion on the basis of which candidate should be shortlisted. The criteria for admission should be fair so that university can have quality of students. There should be centralised counselling for the MBA admission.
For improving the standard of education, universities should try to retain talented, qualified and skilful academicians for long period by offering them handsome payments. In management education, there should be compulsion for academicians of having industry exposure also with academic performance.

Universities should provide an active programme of students and academicians exchange with top B-Schools and IIM’s so that they can have exposure of advance B-Schools. Universities should invite academicians from IIM’s and corporate professional as they can provide the knowledge of latest trend in the corporate and industries.

There should be the provision of at least one period per week to be dedicated to explicit discussion in which students can give their ideas about business, entrepreneurship and can share their views about any economic decision on the market sentiments which will be beneficial for management students.

The final year MBA students must be counselled and prepared for interviews by professionals. Many times it is observed that students are not prepared for the questions what are expected to ask in the interviews so they should be well prepared and know how to present themselves. For training and placement, universities should conduct alumni meet for pass out students every year and should provide the platform to interact with students. Alumni can help them to provide employment opportunities.

Last but not least, universities should take prominent steps for training and placement of students and should have sound training and placement policies and department. Academicians should be motivated financially and academically for enhancing their satisfaction.

6.4 Scope for the Future Research

This research has a significant relevance for understanding the status of students and academicians’ satisfaction in public and private universities of Haryana and its implication thereof. The following refinement and extension of the present research may be thus undertaken.

- As the present study is restricted to the universities of Haryana region only, so study can be extended to different regions and their comparison can be done.
● There is possibility to increase the number of universities as only five public and five private universities are taken.

● The sample size can be increased as large sample gives more reliable results.

● The research can be done to understand how the recommendations given by students and academicians for their satisfaction can improve the quality of education and image of university.

● Research can be done to study how Indian universities can change their practices to follow the international counterparts where international universities penetration is high.

● Research can be conducted on other technical and professional courses like engineering, law and agriculture etc.

6.5 Conclusion

Changing technologies, increasing expectations of students and academicians, strict norms of regulatory bodies and stiff competition due to privatization have given big challenge and changed the entire higher education system globally. The present study has made an attempt to highlight the significance of students’ and academicians’ satisfaction in educational institutions same as in case of customers’ and employees’ satisfaction in the corporate world. This research tries to find out the number of satisfaction factors of management students and academicians and make comparison between public and private universities of Haryana on the basis of their satisfaction level. Research methodology sets the hypotheses in the line of set objectives and has determined the sample size 1000 students and 150 academicians on the basis of formula. From the review of literature, the twelve factors of students’ satisfaction have been identified. Out of these twelve factors, six factors i.e. fee structure, physical facilities, ordinance and scheme, training and placement, extracurricular activities and safe and secure campus have been found most contributing to the overall satisfaction of students with the help of analysis. Students have given first rank to training and placement. It can be concluded from the analysis that students are not overall satisfied neither in public nor in private universities of Haryana. With the help of review of literature, ten factors have been determined for academicians’ satisfaction. Out of these ten factors, five factors i.e. teaching and research, academic and administrative duties, salary and remuneration, opportunities for
promotion and job clarity and security have been found most contributing to academicians’ satisfaction from the analysis. The study concluded that academicians of public universities are overall more satisfied than academicians of private universities. Academicians have provided first rank to the job clarity and security in terms of satisfaction. Students and academicians have not given clear indication about the image of universities due to mixed responses on parameters. Lastly, recommendations and practical implications have been presented on the basis of major findings of the present study and suggested the future direction and scope.