JOBS SATISFACTION OF ACADEMICS IN THE CENTRAL UNIVERSITIES OF NORTH EAST INDIA

Abstract

MONU SINGH
(Regn. No. 2179 of 04-06-2013)

Department of Management
School of Economics, Management and Information Sciences
North-Eastern Hill University, Tura Campus, Tura -794002,
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1. Introduction:
Socio-economic transformation and growth of an economy is possible with the help of quality higher education especially in case of developing economies such as India. The limitations or constraints of physical resources can be overcome by quality higher education in an economy, as the skilled and knowledgeable human resources know well how to make optimum utilization of limited resources for maximum production at lower cost. For a quality higher education, high quality teaching staffs is the cornerstone of a successful society. Attracting and retaining high quality academics is the primary requirement of any educational institution. In order to understand the factors associated with the development of quality academics in modern societies, understanding job satisfaction can prove to be very important. Academics' job satisfaction is a multifaceted phenomenon that is critical to absenteeism and turnover (Locke and Latham, 2000), commitment (Saif-ud-Din et al., 2010), and school effectiveness (Sharma & Jyoti, 2006).

A comprehensive study on this aspect of a teacher is very important, more so in respect of higher education which is rarely looked upon by social scientists.

The entire study has been summarized into three parts viz,

- Background of the study.
- Major Findings and Hypotheses Verifications.
- Proposed suggestions.
2. **Background of the study:**

High quality teachers are the primary requirement of any educational institution. In order to understand the factors associated with the development of quality teachers in modern societies, understanding job satisfaction can prove to be very important. Job satisfaction of academics is considered as a crucial process, if found absenteeism and turnover in the academics work tenure (Locke and Latham, 2000), commitment towards their work is found to be missing (Saif-ud-Din et al., 2010), and it have effect on the school effectiveness (Sharma & Jyoti, 2006). A comprehensive study on this aspect of a teacher is very important, more so in respect of higher education which is rarely looked upon by social scientists.

In the opinion of Johnes & Taylor (1990), the goals of higher education are to provide in-depth knowledge, explore academic development and educate students as well as to coordinate national development demands (cited in Chen et al., 2006). However, none of these goals can be performed efficiently if academics where found with low satisfaction or dissatisfaction in the higher education organizations.

On account of the above backdrop, the current study on job satisfaction of academics seems inevitable for several reasons. Firstly, an understanding of the factors involved in job satisfaction is essential to improving the happiness of workers (Okpara et al., 2005). This influences the mental and physical wellbeing of the academics in their work, as well as the quality of their teaching, which is essential in the attraction of quality students and the quality of the academics’ research and academic development. Secondly, considering academics’ view points towards their work whether they are dissatisfied or satisfied can lead to improvements and innovations in their
teaching. This will help in retaining academics resulting in less absenteeism and turnover, as well as helping in attracting new qualified staff to the organization as well as meeting national demands. Furthermore, job satisfaction has sincere indication for relations between the academics and the management of the higher educational organizations they belong to. Most of the research that has been conducted in the field of job satisfaction has been done so in the business sector with lower interest in higher education. However, in recent years, a clear increase has been observed in the number of studies related to the job satisfaction of academics. One apparent reason for this increasing interest is the reality that higher education institutes are labour intensive and their budgets are specially devoted to personnel and their effectiveness is mostly dependent on their employees (Kusku, 2003). Additionally, it was found that the immense majority of research in the field of job satisfaction has been conducted in North America, the UK and other parts of Western Europe. Testimony from developing or less developed nations is unfortunately seriously lacking and is a gap which needs to be filled. Most of the research related to job satisfaction has been done in business sector with endeavour often having been made to adapt these findings to higher education (Okpara et al., 2005). Though there has been various publications on job satisfaction, there has been relatively little empirical data gathered on the job satisfaction of academics in general (Okpara et al., 2005). Conceivably this field has not received so much concentration because a high level of job satisfaction generally has been presumed to exist in a university setting (Pearson and Seiler, 1983). The research that does lie focusing on job satisfaction in higher educational organizations does indicate that, on the whole, academics are generally satisfied with their work.
Job satisfaction is one of the most broadly discussed areas in organizational behaviour, personnel and human resource management and organizational management. Different research studies have underline that the dream of quality of teaching at University level cannot materialize without a satisfied and highly motivated teacher. That is why efforts are being made all over the globe to contribute a conducive, peaceful and healthy work environment along with other economic benefits to the university teachers to increase their level of job satisfaction. As teaching does require a great deal of concern and commitment, so in teaching it is important to have mental commitment and loyalty than physical presence. In our study, an attempt has been made to understand and investigate the level of job satisfaction among the faculty members of Central Universities of North East India.

The study set the following specific objectives-

- To examine the levels of job satisfaction among the cadres in the Central Universities across the disciplines.
- To measure the effect of demographic variables on the relationship of job factors and job satisfaction of the University academics.
- To analyze the job satisfaction factors with the Herzberg’s job motivator and hygiene factors.
- To examine the relationship of various factors with job satisfaction of academics in the Central Universities of North-Eastern States.

The following research hypotheses have been framed to meet these objectives-

- There is no significant difference in the intrinsic and extrinsic dimensions measuring job satisfaction among the Central University academics of North Eastern States.
There is no significant difference in the influence of demographic factors in the level of job satisfaction among university academics.

There is no significant difference in the influence of personal factors in the level of job satisfaction among university academics.

There is no significant difference in the influence of institutional factors in the level of job satisfaction among university academics.

There is no significant difference in the intensity of job satisfaction factors of the University academics among different cadres across disciplines.

The entire study has been displayed as per the following chapter break up.

- Chapter: 1- Introductory
- Chapter: 2- Review of Literature
- Chapter: 3- Construct of Job Satisfaction and Profile of Central Universities of North-East India
- Chapter: 4- Influence of Demographic Variables on Job Satisfaction amongst Academic Cadres across Disciplines
- Chapter: 5- Analysis of Job Satisfaction Factors with Herzberg’s Job-Motivator and Hygiene Factors
- Chapter: 6- Factors Influencing Academics’ Job Satisfaction in the Central Universities of North-East India
- Chapter: 7- Findings, Recommendations and Conclusion

3. **Major Findings:**

The current study highlights the following main findings which have been derived from the detailed analysis of primary data collected with the help of self-developed questionnaire by the researcher:
• Researcher has measured the differences in the job satisfaction among academics due to different demographic profiles. It was found from the study that there is significant difference in the job satisfaction among academics on account of different discipline and experience in higher education. While, no significant difference has been found in the job satisfaction among academics on account of gender differences, different age, job tenure, different rank/grade, gross annual income, marital status, education qualification, and industry experience.

• Researcher has measured the contribution of various factors to the job satisfaction among academicians working in the central universities of North-East India. It was found from the study that job satisfaction among academicians working in the central universities of North-East India, get affected by the social, personal/family, economic and professional factors. All the four factors namely; social factors, personal/family factors, economic factors and professional factors are positively and significantly related to the job satisfaction. Study also highlights the fact that the highest contributing factor in job satisfaction among academicians is social factor followed by the personal/family factors while the least contributing factor in job satisfaction among academicism is professional factor.

• It was found from the study that social factor is positively and significantly related to the economic and professional factors while there is positive and insignificant relationship between social factor and personal/family factor. It was also found from the study that personal/family factor is positively related to the economic and professional factors. Economic factor is positively and significantly
related to the professional factors. Thus, it can be said that all the four factors are positively related to each other.

- Researcher has made an attempt to measure the differences in the satisfaction level of academicians towards the social factors of job satisfaction, who belong to North-East India and other part of the country. It was found from the study that there is no significant difference in the satisfaction level of academicians towards the social factors of job satisfaction, who belong to North-East India and other part of the country. Thus, it can be said that the social environment has perceived in same manner by all the academicians working in the central universities of North-East India.

- It was found from the study that there is a significant difference in the satisfaction level of academicians towards the Personal & Family Factors, who belong to North-East India and other part of the country. Academicians who belong to North-East India are found to be highly satisfied towards the personal/family factors in comparison to the academicians who belong to other parts of the country. Academicians who belong to North-East India are living near to their hometown and with their family, they have born and brought up in the same culture, the life is easy for them in North-East India while the same is opposite for the academicians who are from other parts of the country, therefore they are less satisfied towards the personal/family factors. Some of the academicians are living apart from their spouses or family members which can cause dissatisfaction among academicians towards the personal/family factors.
• It was also found from the study that there is no significant difference in the satisfaction level of academicians towards the Economic Factors of job satisfaction, who belong to North-East India and other part of the country. The salary structure, financial benefits, medical benefits and other economic factors are same for all the academics; therefore, the satisfaction level is same among the academicians towards the economic factors.

• The study reveals that there is a significant difference in the satisfaction level of academicians towards the Professional Factors of job satisfaction, who belong to North-East India and other part of the country. the academicians who belong to the other parts of the country are less satisfied with the professional factors, they perceive less chances of growth and professional development in the North-East India in comparison to other parts of the country, while the academicians who belong to North-East India are satisfied with the professional factors as they are receiving enough opportunities nearby their hometown and they need not to move to other parts of the country.

• Researcher has also made an attempt to find out the difference in the satisfaction level of academicians who belong to different places in North-East India and other parts of the country, such as; Assam, Manipur, Mizoram, Meghalaya, Sikkim, Arunachal Pradesh, Tripura and Nagaland. It was found from the study that there is no significant difference in the satisfaction level of academicians towards the Social Factors, Personal/family factors and Economic factors of job satisfaction, due to the different locations of their hometown, while there is a significant difference in the satisfaction level of academicians
towards the Professional Factors of job satisfaction, due to the different locations of their hometown.

- Researcher has measured the significance of Herzberg theory of job satisfaction for the academicians working in the central universities of North-East India. It was found from the study that there is a significant relationship between job satisfaction and hygiene and motivator factors. Hence, the theory of Herzberg also found to be successfully applicable for the academicians working in the central universities of North-East India. Further, it was found that both the motivator and hygiene factors have a positive and significant relationship with the job satisfaction among academicians.

- It was found from the study that job satisfaction among academicians get affected by the working conditions, responsibility growth opportunities, status, salary & job security factors. It was found from the study all the five factors namely; working conditions, responsibility growth opportunities, status, salary & job security factors are positively and significantly related to the job satisfaction. Study also highlights the fact that the highest contributing factor in job satisfaction among academicians is responsibility factor while the least contributing factor in job satisfaction among academicism is working condition.

- Researcher has made an attempt to measure the differences in the satisfaction level of academicians towards the motivator factors, who belong to North-East India and other part of the country. It was found from the study that there is a significant difference in the satisfaction level of the academics towards the motivator factors whose home town is in North-East India and who belong to the other parts of the country.
Further, it was found from the study that under motivator factors, there is a significant difference in the satisfaction level of the academics towards the responsibility, work itself, achievement and recognition factors among academics belonging to North-East India and other parts of the country. While no significant difference has been found in the satisfaction level of the academics towards the growth and opportunity factors who belongs to North-East India and other parts of the country.

- Researcher has made an attempt to measure the differences in the satisfaction level of academics towards the hygiene factors those belong to North-East India and other parts of the country. It was found from the study that there is a significant difference in the satisfaction level of the academics towards the hygiene factors, whose home town is in North-East India and who belong to the other parts of the country. Further, it was found that, under hygiene factors, there is a significant difference in the satisfaction level of the academics towards the working conditions, status and personal/family factors for academics’ belonging to North-East India and other parts of the country. While no significant difference has been found in the satisfaction level of the academics towards the company policies, administration & supervision, interpersonal relationship and salary/job security factors; for academics belonging to North-East India and other parts of the country.

- Researcher has made an attempt to find out the difference in the satisfaction level of academics who belong to different places in North-East India and other parts of the country, such as; Assam, Manipur, Mizoram, Meghalaya, Sikkim, Arunachal Pradesh, Tripura and Nagaland. It was found from the study that there is significant
difference in the satisfaction level of academics towards the motivator factors of job satisfaction, due to the different locations of their hometown. Further, it was found from the study that under motivator factors, there is a significant difference in the satisfaction level of the academics towards the responsibility and recognition factors, due to the different locations of their hometown. While there is no significant difference in the satisfaction level of academics towards the achievement, growth & opportunity factor, and work itself factors, due to the different locations of their hometown.

- It was found from the study that there is significant difference in the satisfaction level of academics towards the hygiene factors of job satisfaction, due to the different locations of their hometown. Further, it was found from the study that under hygiene factors, there is a significant difference in the satisfaction level of the academics towards the working conditions and status factors, due to the different locations of their hometown. While no significant difference has been found in the satisfaction level of academics towards the company policies, administration & supervision, interpersonal relationship and salary/job security and personal/family factors; due to the different locations of their hometown.

- It was found from the study that motivator and hygiene factors of job satisfaction are positively and significantly related to each other. Further, the study reveals that all the sub factors of job satisfaction are positively and significantly related to each other except the salary & Job security factor. Salary & job security is found to be positively but insignificantly related to the achievement factor. There is a very weak positive correlation between salary & job security, responsibility,
achievement, working condition, status, personal/family and work itself.

- It was found from the study that majority of the respondents belong to the North-East India region which is 82 percent while only 18 percent of the respondents belong to other parts of the country namely; Maharashtra, Uttar Pradesh, Odisha, Kolkata, Bihar, Delhi and Madhya Pradesh. Thus it can be said that the results of the study will be highly reliable as the majority of the respondents are from North-East India region and they are well aware about the current conditions, academic environment, law and order situation and other things in comparison to the respondents who do not belong to North-East India region.

- The respondents of the study belong to various states of the North-East India namely; Assam, Nagaland, Manipur, Mizoram, Tripura, Meghalaya, Sikkim and Arunachal Pradesh. The highest percentages of the respondents who belong to the North-East India are from Assam followed by Nagaland and Meghalaya while the least percentage of respondents belongs to Tripura and Sikkim.

- It was found from the study that there is a significant difference in the job satisfaction of academics belonging to North-East India or other parts of the country. Overall, the level of job satisfaction among academics working in the Central Universities of North-East India is average or neutral. Academics belonging to Sikkim and Assam are found to be highly satisfied towards their job in comparison to other academics.

- The study reveals the fact that academics working in the Central Universities of North-East India, like their current job. It was found
from the study that not a single respondent were there who hate or dislike their job. Majority of the respondents are neutral, neither satisfied nor dissatisfied towards their job. The academics who like their job, are found to be satisfied towards their job; similarly, the academics who love their job, are found to be satisfied with their job. Thus, overall it can be said that there is not much impact of feelings of academics on the job satisfaction. The study showed that there is no significant relationship between job satisfaction and the feelings of academics about their job. It was also found from the study that the majority of the academics feels satisfied with their job and has an opinion that they would not change their current job. Further, it was found that majority of the respondents have worked in two more jobs before their current jobs.

- Researcher has measured the relationship between the courses taught by academics and their grade/rank. It was found from the study that there is no uniformity in the rank/grade or courses taught by the academics. In some Central Universities of North-East India, only academics belonging to Professor and Associate Professor grade are teaching PhD or M.Phil courses and Assistant Professor Stage 1 are teaching only UG and PG courses, while in some Central Universities, Assistant Professor, Stage 1 also teach PhD and M.Phil courses. Majority of the academics are those who are teaching PG and PhD courses. It was found that there is a significant relationship between courses taught by academics and their grade/rank.

- Researcher has made an attempt to measure the difference in the job satisfaction of academics with different ranks teaching different disciplines such as; Humanities, Social sciences and Sciences. It was
found from the study that rank/grade of academics have significant impact on the job satisfaction of academics working in the Central Universities of North-East India. The hypothesis that ‘there is no significant difference in the satisfaction level of academics from different rank across different disciplines’ is accepted during the study. Further, the study highlights the fact that the academics belonging to social sciences departments are found to be moderately satisfied to their job irrespective of their rank or grade. Academics from all the ranks except for Assistant Professor Stage 1, belonging to science departments were found have lowest level of job satisfaction and academics from humanities departments are found to be highly satisfied with their job.

4. Hypotheses Verifications:

Further, major findings of the study related to the testing of following hypotheses are –

1. The hypothesis- “There is no significant difference in the influence of demographic factors in the level of job satisfaction among university academics”.

The above statement has been tested with One way ANOVA by taking all the demographic variables one by one. (Demographic variables are- gender, different age group, different marital status, different education level, different designation/rank/cadre.

Variable 1- gender- From the One Way ANOVA test, the F value is .007 and degree of freedom 1 and the corresponding p-value is 0.936 which is greater
than the level of significance 0.05. Hence, we failed to reject the null hypothesis which is stated as “There is no significant difference in job satisfaction among academics due to gender differences.”

Variable 2 - different age group- From the One Way ANOVA test, the F value 0.539 and degree of freedom 4 with the corresponding p-value 0.707 is greater than the level of significance 0.05. Hence, we failed to reject the null hypothesis which is stated as “There is no significant difference in job satisfaction among academicians who belong to different age groups”.

Variable 3 - different marital status- From the One Way ANOVA test, the F value is 0.223 and degree of freedom is 1 with the corresponding p-value 0.637 which is greater than the level of significance 0.05. Hence, we failed to reject the null hypothesis which is stated as “There is no significant difference in job satisfaction among academicians due to different marital status”.

Variable 4 - different education level- From the One Way ANOVA test, we get the F value 0.231 and degree of freedom 1 with the corresponding p-value is 0.631 which is greater than the level of significance 0.05. Hence, we failed to reject the null hypothesis which is stated as- “There is no significant difference in job satisfaction among academicians due to different education level”.

Variable 5 – different designation/rank/cadre - From the One Way ANOVA test, the F value is 0.780 and degree of freedom 4 with the corresponding p-value 0.538 which is greater than the level of significance 0.05. Hence, we failed to reject the null hypothesis which is stated as -“There is no significant difference in job satisfaction among academicians due to designation/rank/cadre”.
Variable 6- due to different annual gross income- From the One Way ANOVA test, the F value 0.928 and degree of freedom 4 with the corresponding p-value 0.447, which is greater than the level of significance 0.05. Hence, we failed to reject the null hypothesis.

Variable 7- due to difference in job tenure- From the One Way ANOVA test, the F value 1.130 and degree of freedom is 3 with the corresponding p-value 0.336 which is greater than the level of significance 0.05. Hence, we failed to reject the null hypothesis.

Variable 8 - due to different years of experience in higher education sector- From the One Way ANOVA test, the F value is 2.793 and degree of freedom is 4 with the corresponding p-value 0.026 which is lowest than the level of significance 0.05. Hence, we reject the null hypothesis.

Variable 9- due to different industrial experience- From the One Way ANOVA test, the F value is 0.198 and degree of freedom 2 and the corresponding p-value 0.820, which is greater than the level of significance 0.05. Hence, we failed to reject the null hypothesis.

2. The hypothesis- There is no significant difference in the intensity of job satisfaction factors of the University academics among different cadres across disciplines.

Variable 1- due to different department – From the One Way ANOVA test, the F value is 3.311 and degree of freedom is 2 with the corresponding p-value 0.037, which is less than the level of significance 0.05. Hence, we can reject our null hypothesis.
Variable 2- due to teaching different courses - From the One Way ANOVA test, the F value is 0.550 and degree of freedom is 4 with the corresponding p-value is 0.699, which is greater than the level of significance 0.05. Hence, we failed to reject the null hypothesis.

3. The hypothesis- “There is no significant difference in the intrinsic and extrinsic dimensions measuring job satisfaction among the Central University academics of North Eastern States.”

The above statement has been tested with multiple regression testing and has been rejected. The value of F 217.751 which was found to be significant at 1 per cent level of significance showed that a significant model has emerged from the regression analysis. Hence it has been proved that the methodology or the method that is used for the above stated hypothesis is correct. The value of R square shows the percent of variance explained by the independent variable in the value of dependent variable. The value of R square is found to be 0.478 which shows that the 48 per cent of total variance in the value of job satisfaction is due to the intrinsic and extrinsic factors and the remaining 52 percent of the total variance is due to other factors. The positive value of beta shows that the relationship between job satisfaction and intrinsic and extrinsic factors is positive. High level of satisfaction towards the intrinsic and extrinsic factors will lead to high level of job satisfaction among academicians and vice-versa. Thus, it can be said that the both the intrinsic and extrinsic factors have a positive and significant contribution in the job satisfaction among academicians. Therefore, the null hypothesis which states that there is no relationship between job satisfaction of academicians and intrinsic and extrinsic factors is found to be rejected in the current study. It can be said that there is a significant relationship between job satisfaction and hygiene and motivator factors. Hence, the theory of Herzberg also found to be successfully
applicable for the academicians working in the Central Universities of North-East India.

Test of Hypotheses in Chapter 4

The hypothesis 4.1 – “There is no significant difference in the influence of personal factors in the level of job satisfaction among university academics”.

The hypothesis 4.2 – “There is no significant difference in the influence of institutional factors in the level of job satisfaction among university academics”.

The hypothesis 4.3 - “There is no significant difference in the influence of economic factors in the level of job satisfaction among university academics”.

The hypothesis 4.4 - “There is no significant difference in the influence of social factors in the level of job satisfaction among university academics”.

The above mentioned hypotheses 4.1, 4.2, 4.3 & 4.4 have been tested with step by regression analysis and One Way ANOVA. It was found from the study that all the four factors namely; social factors, personal/family factors, economic factors and professional factors are positively and significantly related to the job satisfaction of academics. Study also highlights the fact that the highest contributing factor to job satisfaction among academics is the social factors followed by the personal/family factors while the least contributing factor to job satisfaction among academician is professional factor.
Test of Hypothesis in Chapter 5

The hypothesis 5.1- There is no significant difference in the satisfaction level among academics belonging to North-East India and those from other parts of India towards the social factors of job satisfaction.

The hypothesis 5.2- There is no significant difference in the satisfaction level among academics belonging to North-East India and those from other parts of India towards the personal/family factors of job satisfaction.

The hypothesis 5.3 - There is no significant difference in the satisfaction level among academics belonging to North-East India and those from other parts of India towards the economic factors of job satisfaction.

The hypothesis 5.4 - There is no significant difference in the satisfaction level among academics belonging to North-East India and those from other parts of India towards the professional factors of job satisfaction.

The above hypotheses 5.1, 5.2, 5.3 & 5.4 have been tested with correlation matrix table no.6.5 and by using Levene's Test for Equality of Variances and t-test for Equality of Means table no. 6.6, 6.7, 6.8 & 6.9. Hence, the null hypothesis which states that there is no significant difference in the satisfaction level of academics towards the economic, personal, social & professional factors of job satisfaction belonging to North-East India and other parts of the country is accepted. It can be said that there is no significant difference in the satisfaction level of academics towards the economic, personal, social & professional factors of job satisfaction belonging to North-East India and other parts of the country.
Test of Hypothesis in Chapter 6

The hypothesis 6.1 - There is no significant difference in the satisfaction level among academics belonging to North-East India and those from other parts of India towards the professional factors of job satisfaction.

The hypothesis 6.2 - There is no significant difference in the satisfaction level of academics towards the personal/family factors of job satisfaction on account of different locations of their hometown.

The hypothesis 6.3 - There is no significant difference in the satisfaction level of academics towards the economic factors of job satisfaction on account of different locations of their hometown.

The hypothesis 6.4 - There is no significant difference in the satisfaction level of academics towards the professional factors of job satisfaction on account of different locations of their hometown.

The above hypotheses 6.1, 6.2, 6.3 & 6.4 have been tested by taking descriptive table and one way ANOVA test. It was found from the study that the three factors namely; social factors, personal/family factors and economic factors have no significant difference in the satisfaction level of academics towards the social, personal and economic factors of job satisfaction due to the different locations of their hometown. Only professional factor have significant difference in the satisfaction level due to the different locations of their hometown.

5. **Suggestions for Future Action:**

From the current research work, we found that on an average, the level of job satisfaction among academics working in the Central Universities of
North-East were found to be neutral, i.e., they are neither satisfied nor dissatisfied towards their job. Academics are not satisfied with many other academic and research activities such as; lack of support for attending conferences/seminars in foreign countries and India, lack of freedom to call resource person from any part of the world, not getting time for attending refresher or orientation courses, lack of inter department meetings and interactions among faculty members etc. It shows that there is a huge scope for improvement to convert the ‘neutral response’ of the academics towards the ‘positive side’ and make them feel satisfied with their teaching job.

Following are the suggestions and recommendations being forwarded by the researcher on the basis of major findings from the empirical study and also on the basis of few personal observations made during the study. These have been forwarded in order to improve the level of job satisfaction among the academics working in the Central Universities of North-East India:

1. Most of the academicians who belong to University campuses showed dissatisfaction with the poor status of infrastructural availability in their campus including limited space in buildings for faculty rooms, unavailability of staff quarters etc. It is incumbent upon the appropriate authorities to keep the balance in provision of basic requirements which are enjoyed by the faculty members in the headquarters whereas fellow colleagues being deprived of such basic needs.

2. The satisfaction level of academics towards the research activities can be increased by providing voluntary financial assistance by the University administration for attending conferences and conducting research activities.
3. Academics should not be overburdened with the fulfilment of API scores (Academic Performance Indicator). Fulfilment of targets for API may lead to negligence in fulfilment of mandatory classroom teachings and attention to students which is a more primary requirement.

4. The importance of inter department meetings have been mooted which should be conducted frequently so that the faculties from different departments can get a chance to interact with each other for an improved social bonding.

5. The University authorities should support the academics for attending the national and international conferences and faculty members should have freedom to call the experts or resource person as per the need and cost should be borne by the University.

6. Academics are dissatisfied with the professional factors on account of lack of professional growth in the Central Universities of North-East India, so the job satisfaction of academics can be increased by providing the career growth and advancement opportunities by the Universities.

7. There should be a provision of faculty exchange program in the Universities at national and international level, so that the faculty members will get a chance to work in different environment, in different countries and can interact with different level of students. This will not only increase the knowledge and skills of the academics but also increase their worth; they will get more interest in teaching and will become satisfied with their job.

8. Academics belonging to other parts of the country live far away from their hometown. They rarely get a chance to visit their hometown to meet their
family members and near and dear ones. This is mainly due to huge burden of academic and other activities, which causes dissatisfaction among academics. Provision of residence quarters with sufficient room space to all outstation academics could solve the dissatisfaction levels as they would be able to live with their family members comfortably which they cannot avail from the rented houses with insufficient room spaces. Thereby, they will get satisfied towards the personal/family factors, which contribute highly in overall job satisfaction.

9. Uniform medical facilities to academics across all the Universities should be provided to increase the job satisfaction among academics.

10. Due to the law & order situation of North-East India and frequent ‘bandh culture’, few academics from other parts of the country have reservations in working in the North-East. It stands as a challenge for the Central Universities in North East India to keep the talented academics from potential brain drain. The discussions with academics reveals the fact that academics who do not belong to North-East India feel that they are not being treated equally with the academics who belong to North-East. This feeling of biasness is a main cause of dissatisfaction among few academics coming from outside North-East India.

The academics’ job is not limited only to academic activities. There are many activities which are part and parcel including teaching, such as; research activities, other activities, administrative activities and management or leadership responsibilities. It includes working as dean/director/head of an institute, department etc. Thus, here the task of increasing the job satisfaction among academics towards their job becomes more difficult, as one can be satisfied towards the academic activities, but not satisfied with the research
activities, similarly there can be academics those are satisfied with the administrative activities but not satisfied with the academic activities. Thus, there is a need to balance all the activities assigned to the academics in which all the activities should be equally attractive and have same worth for all academics.

Conclusion

Academics are one of the important pillars of education system. The base/foundation and success of any education system depends on the academics. In education system, there are mainly two components, one is students who get knowledge and other is academics who provide knowledge to the students. Students are the future of any nation, they are budding managers, engineers, entrepreneurs, scientists and the future of students solely depends on the academics. The quality of teaching directly impacts the knowledge and learning of students. There is a direct relationship between teaching quality and job satisfaction. If the academics are satisfied with their teaching job, only then they can provide the quality teaching to their students. Hence, it becomes more important to measure the job satisfaction among academics as the future of students depends upon the quality teaching and quality teaching is possible only when the academics will get satisfied with their job. Thus, there is an urgent need to identify the problem areas, where the academics are not satisfied, so that the job satisfaction among academics could be increased and a bright and prosperous future of students be expected.

In the current study, researcher has made an attempt to measure the job satisfaction among the academics working in the Central Universities of North-East India. Researcher has also measured the significance of
Herzberg’s theory of motivator to measure the academics’ job satisfaction. Researcher has measured the level of satisfaction on the basis of various factors related to job such as; social factors, professional factors, economic factors, and personal/family factors. Overall, it can be concluded from the study that the academics working in the central universities of North-East India are neither satisfied nor dissatisfied. Herzberg’s theory of motivator was found to be successfully applicable in the field of academics. The satisfaction level of academics working in the Central Universities of North-East India is affected by the motivator and hygiene factors. All the four factors namely; social factors, economic factors, professional and personal/family factors have successfully represented the job satisfaction among academics working in the Central Universities of North-East India.

Comparative analysis of the job satisfaction among academics from North-East India and other parts of the country reveals that, the academics who belong to the North-East India are satisfied with their job due to many reasons such as; they are living near to their hometowns, they are habitual of the local environment of North-East, law and order situation of North-East, ‘bandh culture’ prevailing in North-East, and culture of North-East. They are living with their family members and do not face much problem related to personal/family, or social factors. In contrast to the above, the academics who are from other parts of the country, feel unsafe in North-East India due to ‘bandh culture’, law & order situation of North-East, feel uncomfortable due to lack of infrastructural facilities. Most of the academics are living far away from their family members thus face huge problems related to personal/family and social factors, which causes dissatisfaction among them.

The dissatisfaction of academics is mainly towards the research and other activities, which need to be improved in order to increase the job satisfaction
among the academics. Research activities have dual benefits, first it helps in increasing the knowledge and skill base of academics and second, they can provide quality teaching to the students also. Research activities help in career growth and development of academics. The academics can get more grants from the government bodies and can utilize that grant or funds for the development of the faculty members and students. Thus, overall it can be said that there is a long way to go, to improve the working conditions and environment in North-East India to make the academics satisfied with their job. Further research endeavor would throw useful tips towards this important research segment.

7.6. Future Scope of Research:

The future scope of the study can be as follows:

1. The sample size of the study can be extended as it is very small in comparison to the total population to have more generalized results.

2. The study is limited to North-East India, it can be extended to the other parts of the country also, a cross state study can also be done to make a comparative study of job satisfaction among academics working in different states of India.

3. The current study is limited to the Central Universities only, hence in future; a comparative study of job satisfaction among central, state and private universities can be done for North-East India.

4. The respondents of the study are only tenured (full time) academics. Thus, a comparative study of permanent and temporary academics
working in Central Universities of North East India can be a useful proposition.

References:


