CHAPTER – V

SUMMARY OF FINDINGS, SUGGESTIONS, RECOMMENDATIONS AND CONCLUSION

This chapter sums up all the findings of the study, suggestions, recommendations to the education promoters, universities, policy maker and Government, conclusion and suggestions for the future research.

Findings on socio economic backgrounds

1. **Gender Segment**: 56.75% of the respondents are men, whereas 42.25% of the respondents are women. It is observed that men are found to be working at the highest percentage in the self financing Arts and Science colleges than the women, since; men are highly motivated towards flexible working times and immediate employment opportunities.

2. **Age Segment**: 63.25% of the respondents are in the age group of below 35 years. And those in the age group of above 36 years are showing decreasing trend. They easily move for other colleges for higher post and Government vacancies. It is understood that self financing Arts and Science colleges provide wide opportunities for young teachers who are below 35 years.

3. **Marital Status Segment**: The highest (58%) percentage of respondents belongs to married category. There are 42% of the respondents who are unmarried. It is obvious that more married teachers are found than the unmarried teachers.
4. **Educational Qualification segment:** 46.25% teachers who are holding PG with M.Phil degree are easily admitted in the self financing Arts and Science colleges.

5. **Professional Experience Segment:** The highest (44%) percentage of the respondents have less than 2 years of experience, and the lowest percentage of the respondents (10.75%) have experience of 7 years and above. The reason behind this is that self financing college’s teachers leave the job from one college to another college owing to poor salary structure, no salary increment and threatening by the Administrators / Management not to do any higher studies further.

6. **Course /Branch wise segment:** 54.75% of the respondents belong to Arts course category and remaining 45.25% the respondents are from science streams.

7. **Department wise segment:** The highest (22%) percentage of the respondents belong to commerce department followed by 19% who belong to computer science and the lowest 2% belong to industrial electronics.

8. **Income wise segment:** The lowest percentage (7.25%) of the respondents is earning a monthly income above Rs.10000. The highest percentage (56%) of the respondents are earning a monthly income below Rs.6000. It is observed that the compensation paid by the self financing Arts and Science colleges to their employees is below Rs.6000. Their income is found to be just sufficient to bread and butter, which happens to be the minimum comfort today.
Cross tabulation on gender and various dimensions of job satisfaction

1. Out of the total 227 male respondents, 52% of respondents are highly satisfied with compensation. 44.9% of respondents are at high satisfaction towards infrastructure.

2. In case of female respondents, out of 173, 57.8% of the respondents are in high satisfaction, about professional development.

Cross tabulation on age and various dimensions of Job satisfaction

1. The highest (65%) percentage of the respondents are in high level of satisfaction towards Workplace conditions. They belong to the age group of below 30 Years.

2. The respondents in the age group between 31 and 35 years are in high level of satisfaction towards professional development.

3. 48.4% of the respondents who belong to the age group of between 36 and 40 years are highly satisfied with both compensation and Infrastructure.

4. The highest (85.7%) percentage osf the respondents are in low level of satisfaction towards compensation. They belong to the age group of 46 years and above.
Cross tabulation on the marital status of the respondents and various dimensions of the job satisfaction.

1. Of all, 52.2% of the married respondents are at high level of satisfaction towards compensation. 61.3% of the unmarried respondents are in high level of satisfaction towards Workplace conditions.

Cross tabulation on the educational qualification of the respondents and various dimensions of the Job satisfaction

- 54% of the respondents having PG as the highest qualification are in high satisfaction towards the compensation. The highest (56.8%) percentage of the M.Phil qualified respondents are in high level of satisfaction towards infrastructure. The respondents having Ph.D qualification show high satisfaction towards the Workplace conditions.

FINDING BASED ON THE WORKPLACE CONDITIONS

1. Satisfactory level of the respondents towards the nature of the management

   a. **Management supportive and encouraging:**
      The highest (28.75%) percentage of the respondents strongly agree that the management is supportive and encouraging.

   b. **Management/Administrator clearly defines the college policy:** 28.25% of the respondents strongly disagree with
the statement that the administrator clearly defines its policy and only 11 % strongly agree with the statement.

c. **Access to management is good and easy:** 27.25% of the respondents strongly disagree and 11.75% of the respondents disagree that access to the management is easy and good.

d. **The style of the management is good:** 30% of the respondents disagree that style of the management is good and is making it interesting to fulfil the academic venture.

e. **There is a good treatment:** Of all, 27.25% of the respondents strongly disagree with the statement that there is a good treatment from the management.

**Satisfactory level towards participation and freedom in decision making:**

a) **Freedom in decision making:** The highest (28.25 %) percentage of the respondents disagree that there is a freedom in decision making. It is very clear that staff members are not entertained in management’s decision making.

b) **Role of teaching faculty in decision making:** There are 25.50% of the respondents who agree that the role of teaching faculty in decision making process is good.

c) **Suggestions are considered and encouraged:** 31.75% of the respondents agree and 13.75% of the respondents
strongly agree that suggestions are considered and encouraged by the management.

d) **Delegation and decentralization of work:** The highest (26.25%) percentage of the respondents disagree that there is a delegation and decentralization of work among the teaching faculty.

e) **Superiors encourage new ideas at all levels:** 25.50% of the respondents agree that the superiors encourage new ideas at all levels. It indicates that they have good relationship with peers.

**Satisfactory level of the respondents towards the discharge of routine work**

a) **Sufficient time is given for lesson plan preparation:** Among the total, 27.50% the respondents agree and 6% of the respondents strongly agree that sufficient time is given for lesson plan preparation.

b) **Enough time for assignment and paper correction:** Out of the total respondents, 20% agree and 18.50% of them strongly agree that enough time is given for assignment and paper correction.

c) **Allotment of the workload is scientific:** 32.75% of the respondents agree and 26.75% of the respondents strongly agree that allotment of the work is scientific.
d) **Enough time to complete the syllabus**: 31.75% of the respondents agree that enough time is given to complete the syllabus.

e) **Work activities are relevant and meaningful**: 29.75% of the respondents strongly disagree that work activities are relevant and meaningful.

**Satisfactory level towards the Inter personal relationship of the respondents**

a) **Healthy relationship with management**: 25.75% of the respondents agree and 15.50% of the respondents strongly agree that healthy relationship is existing.

b) **Relationship with students is good**: The highest percentage (31.25%) of the respondents strongly agree and 19% of them agree that the relationship with students is up to the mark

c) **Relationship with other department faculty is good**: Of all, 21.50% of the respondents agree and 15.50% strongly agree that relationship with other department faculty is good.

d) **Good understanding among the faculty members**: The highest (27%) percentage of the respondents disagree and 18.50% of the respondents strongly disagree that good understanding is prevailing among the faculty members.

e) **Cooperation and coordination are good**: Out of the total respondents, 31.75% of them agree and 5.50% of the respondents strongly agree that cooperation and coordination
are good among the teaching faculty of self financing Arts and Science colleges.

**Satisfactory level towards the parental Care and parental support**

a) **Giving counselling to the needy students:** Out of the total respondents, 31.75% of the respondents agree that they give counselling to the needy students.

b) **The role of teachers towards the students is good:** 26.75% of the respondents strongly disagree and 23% of the respondents agree that the role of teachers towards the students is good.

c) **Giving feedback is regular:** Out of the total respondents, 21.50% agree and 17% strongly agree that giving feedback is regular.

d) **Role of parent towards the students is very much supportive:** Of all, 19.50% of the respondents strongly disagree and 17.25% of them disagree that role of parent towards the students is very much supportive.

e) **Mentoring system is regular:** 38.75% of the respondents agree and 7.50% of the respondents strongly agree that a regular mentoring is followed for the students.
Satisfactory level of the teaching faculty towards the students’ behaviour and involvement.

a) **Students fulfil the expectation of the teachers**: 27.50% of the respondents strongly disagree and 11% of the respondents disagree that students fulfil the expectation of the teaching faculty.

b) **Students respect and obey the teachers**: There are 31.50% of the respondents who strongly agree that students respect and obey their teachers.

c) **Students are interested in knowing new things**: Of all, 34.50% of the respondents strongly disagree and 14.25% disagree that students are interested in knowing new things.

d) **Students are more interactive**: 30% of the respondents strongly disagree that students are not interacting with teachers.

e) **Students clear their doubts spontaneously**: 37% of the respondents strongly disagree and 13.25% of the respondents disagree that the students clear their doubts spontaneously.

**FINDING BASED ON THE COMPENSATION**

Job satisfaction level of the teaching faculty towards salary

a) **Salary is adequate**: 38.25% of the respondents strongly disagree that salary is adequate. It is evident that self financing colleges are offering only minimum salary.
b) **Grant of annual increment:** There are 39.75% of the respondents who strongly disagree that granting of annual increment is not followed in their Colleges.

c) **Leave salary:** 35.75% of the respondents strongly disagree and 25.25% of them disagree that leave salary is available. It seems that colleges are not offering vacation salary or only half of their pay is been given.

d) **Advance salary:** 45.25% of the respondents strongly disagree and 14% of them disagree that advance salary is not given to the staff.

e) **Provision of provident fund:** 40% of the respondents strongly disagree that there is the provision of provident fund system.

**Satisfactory level of the respondents towards the allowance**

a) **Conveyance allowance:** 38% of the respondents strongly disagree and 14.50% disagree that granting of conveyance allowance is given to the staff.

b) **Medical Allowance:** 39.75% of the respondents strongly disagree that the medical allowance is given to the staff.

c) **Festival allowance:** There are 35.75% of the respondents who strongly disagree that festival allowance is available in the self financing colleges.

d) **House rent Allowance:** 45.25% of the respondents strongly disagree that house rent allowance is given to the staff.
e) **Allowance of additional duties:** There are 38.75% of the respondents who strongly disagree that the allowances are given for additional duty.

**Satisfactory level of the respondents towards other benefits.**

a) **Group Insurance:** 39% of the respondents strongly disagree that group insurance facilities exist in the colleges.

b) **Free education facilities for children:** 48% of the respondents strongly disagree and 20.75% disagree that free education facilities are offered to their children.

c) **Welfare loan:** 46.50% of the respondents strongly disagree that welfare loan facilities are available.

d) **Provision for free tour facilities:** 59% of the respondents strongly disagree that there is provision for free tour facilities.

e) **Provision for special gifts:** The highest (43%) percentage of the respondents strongly disagree that there is provision for special gift.

**Satisfactory level of the respondents towards the rewards and awards:**

a) **Cash Awards for the Academic Excellence:** 50.75% of the respondents strongly disagree that there are cash awards for academic excellence. It obviously decreases the satisfaction level of the teachers.
b) **Promotion:** The highest (42.75%) percentage of the respondents strongly disagree that there is a provision for promotions.

c) **Providing additional responsibility:** The highest (53%) percentage of the respondents strongly disagree that colleges provide additional responsibilities other than teaching.

d) **Official appreciation in recognition of services:** There are 55.75% of the respondents who strongly disagree that there is official appreciation for the recognition of services.

e) **Special awards for the publications:** 40% of the respondents strongly disagree and 17.50% of the respondents disagree that special awards are given for publications in the reputed journal and books.

**FINDING BASED ON INFRASTRUCTURE**

**Satisfactory level of the respondents towards the physical environment of the colleges**

a) **Good supply of drinking water:** 29% of the respondents disagree and 13.50% of the respondents strongly disagree that good supply of water is provided.

b) **Toilet facility:** There are 35.50% of the respondents who strongly agree that colleges are providing good toilet facility.
c) **Play ground facility:** There are 26.50% of the respondents who disagree with the statement that colleges have got good play ground facility.

d) **Canteen facility available:** The highest (42%) percentage of the respondents agree that colleges provide good canteen facility.

e) **Staff parking facility available:** The highest (30.75%) percentage of the respondents disagree that staff parking facility is available. It indicates that many colleges do not have good parking facility.

Satisfactory level of the respondents towards infrastructure in general

a) **Sufficiently furnished class room available:** The highest (31%) percentage of the respondents agree and 2.75% of the respondents strongly agree that sufficiently furnished class rooms are available.

b) **Staff room sufficiently furnished:** Of all, 30.50% of the respondents disagree that staff rooms are sufficiently furnished. It is crystal clear from the opinion of the majority of the respondents that staff rooms are not sufficiently furnished.

c) **Meeting hall and Examination hall available:** Of all, 38.25% of the respondents disagree that there are
meeting halls and exam halls in the self financing colleges.

d) **Office Room facility:** 23.50% of the respondents strongly agree and 20% of the respondents agree that the office room facility is enough to complete the work.

e) **Seminar hall available:** Out of the total respondents, 27.75% of the respondents agree that seminar halls are available in their colleges.

**Satisfactory level of the respondents towards infrastructure in terms of Lab/Library facility**

a) **Library is sufficiently equipped:** There are 33.75% of the respondents who disagree that libraries are equipped sufficiently.

b) **Science lab is sufficiently equipped:** 21.75% of the respondents agree and 6.75% of the respondents strongly agree that science lab is sufficiently equipped.

c) **Computer lab is sufficiently equipped:** 31.25% of the respondents agree and 12% of the respondents strongly agree that computer lab is sufficiently equipped.

d) **Supply of material for science practical is sufficient:** 20.25% of them respondents agree and 8.75% of them strongly agree that the supply of material for science practical is sufficient in the self financing Arts and Science colleges.
e) **Internet facility is sufficient:** 27.75% of the respondents agree that internet facility is sufficient in the self financing colleges. This would increase the job satisfaction level still higher.

Satisfactory level of the respondents towards infrastructure in terms of teaching aids.

a) **ICT enabled class room facility:** 25.75% of the respondents strongly agree that colleges are providing ICT standard class room facility, which enables them to deliver good lecture and increase job satisfaction.

b) **OHP/LCD facility available:** 29.75% of the respondents agree that colleges are providing OHP/LCD facility for imparting higher education in a better way.

c) **Communication lab available:** 25% of the respondents strongly disagree that communication lab is available.

d) **Language lab available:** 18% of the respondents agree and 12.25% of the respondents strongly agree that language lab is available.

e) **Virtual Class room facilities:** 35% of the respondents disagree that virtual class room facility is available.
FINDING BASED ON THE PROFESSIONAL DEVELOPMENT

Satisfactory level of the respondents towards professional development

a) Easy Concurrence for higher education: The highest 37% of the respondents agree that easy concurrence is given by the management for pursuing higher education.

b) Reimbursement expenses for higher education: 37.75% of the respondents strongly disagree that colleges reimburse the money spent for higher education.

c) Simplified approval procedure for higher studies: Out of the total 38.50% respondents disagree that there is simplified approval procedure for higher studies.

d) Granting of leave for pursuing higher education: 47% of the respondents agree that leave is granted for doing higher studies.

e) Existence of the faculty exchange programme for higher studies: 34% of the respondents disagree that faculty exchange programme for a higher study is in existence.
Satisfactory level of the respondents towards professional development and government programme

a) **Encouraging that staff for attending FIP:** 33.25% of the respondents agree that colleges encourage the staff to attend FIP programme.

b) **Granting of OD for attending government programme:** 31.50% of the respondents agree that colleges grant leave on other duty for the staff for attending government programme.

c) **Permission for conduct of academic programme:** 25% of the respondents agree that the managements encourage the teaching faculty to conduct academic programme.

d) **According permission to go as resource persons to academic programme:** 28% of the respondents agree that permission is granted to the staff to go as resource persons for academic programme.

e) **Simplified procedure for getting approval to attend academic programme:** 27% of the respondents agree that the self financing Arts and Science colleges are following simplified procedure to attend academic programme.
Satisfactory level of the respondents towards professional development and Seminar/Conference

a. **Encouraging the staff to organize seminar**: Of all, 29% of the respondents agree that colleges encourage the staff to organize seminar/Conference/symposium.

b. **Funding for the conduct of the seminar**: 26.50% of the respondents agree that funding is given for conduct of academic programme.

c. **Encouraging the staff to release journal and proceeding**: Among the all respondents, 23.75% of the respondents agree that colleges encourage them to release journal and proceeding.

d. **Sanction of OD for attending academic programme**: 24.25% of the respondents agree and 14.75% of the respondents strongly agree that leave on other duty is granted for the staff members to attend seminars and conferences.

e. **Simplified procedure for getting approval to attend academic programme**: 25.50% of the respondents agree and 9.25% of the respondents strongly agree that colleges follow simplified procedure for getting approval to attend academic programme.
Satisfactory level of the respondents towards the professional development and funding project/consultancy services

a) **Encouragement for applying for minor projects:**
30.50% of the respondents agree that Colleges encourage them to apply for minor projects.

b) **Encouraging the staff applying for major projects:**
Out of the total sample respondents, 26% of the respondents agree that the management is encouraging them to apply for major projects.

c) **Encouraging the consultancy services:** 22% of the respondents strongly disagree that colleges are encouraging consultancy services.

d) **Assisting foreign trips for consultancy and for projects:** Of all, 26.50% of the respondents agree that colleges are assisting them on foreign trips for consultancy and for projects work.

e) **Simplified procedure for utilization of fund:** 31.75% of the respondents agree that colleges follow simplified procedure for utilizing funds raised through the funding agency

**Rank for the various dimensions of job satisfaction**

Out of the total respondents, the highest numbers of the respondents have given first rank to the professional development activities of the self financing Arts and Science colleges. Second rank is
given for infrastructure. Third rank is given for compensation and Fourth rank is given to Workplace Conditions.

It is understood that colleges concentrate more on professional development activities of the teaching faculty.

**Distribution of the respondents based on their various dimensions of job satisfaction**

With regard to the distribution of the respondents and the various dimensions of the job satisfaction, 54% of the respondents are in low level and 46% of the respondents are in high level.

The overall mean score for both levels is 250.65, Median score is 245.50 and standard division is 25.719. The minimum admitted count level from the given five point scale question is 185 and the maximum admitted count by the respondents is 331.

From the analysis on the job satisfaction levels it is inferred that 54% of the respondents have low satisfaction and 46% of the respondents have high job satisfaction towards various dimensions of the job satisfaction.

**FINDINGS BASED ON THE RESULTS OF TEST OF HYPOTHESES**

a. H₁: There is a significant difference between the gender of the respondents and their overall job Satisfaction.

i. Tools Used: The above hypothesis is tested with the help of students’ ‘T’ test
ii. Results: The calculated value is greater than the table value \((P > 0.05)\). The difference between the gender of the 44 teaching faculty and their job satisfaction is not significant. It is further inferred that there is no significant association between the gender of the teaching faculty and their overall job satisfaction. As a result there is no difference in the perception of the teaching faculty towards all the above four tested variables in the study area.

b. \(H_1\): There is a significant association between the age of the respondents and their overall job satisfaction

i. Tools used: The hypothesis given above is tested using Chi-Square test.

ii. Results: The calculated value \(X^2 = 12.225\) and the \((P > 0.05)\). The association between the age and overall job satisfaction is not significant. Therefore it is clear that there is no significant association between the age of the respondents and the various factors of the job satisfaction. Therefore, it is clear that job satisfaction is varied according to the age level of the each and every respondent.

c. \(H_1\): There is a significant difference between the marital status of the respondents and their overall job satisfaction
i. Tools Used: The above hypothesis was tested with students’ ‘T’ Test.

ii. Results: The calculated value $T=3.952$ and $(P<0.05)$ Hence, the difference between the marital status of the teaching faculty and their job satisfaction is significant. It is further inferred that in case of Workplace conditions and infrastructure the difference is significant because the commitment of the married faculty is entirely different from that of the unmarried faculty.

This is clearly depicted from the test. Similarly In the case of compensation and professional development the difference is not significant. Hence, there is no difference between the marital status and job satisfaction of the teaching faculty. It shows that there is a significant relationship between the marital status and job satisfaction. It is obvious because the attitude of the married men and women is varying from that of the unmarried.

d. $H_1$: There is a significant difference between the educational qualification of the respondents and their overall job satisfaction
I. Tools used: The hypothesis is given below tested by using One way ANOVA ‘F’ Test

II. Results: The calculated value $F=6.762$ and $(P<0.05)$ the calculated value is less than the table value. The research hypothesis is accepted and the null hypothesis is rejected. The difference between the educational qualifications of the respondents and their overall job satisfaction is at significant level. It is further inferred that in terms of different parameters, the job satisfaction is at significant level in respect of their education qualification.

e. $H_1$: There is a significant difference between the experience of the respondents and their overall job satisfaction

I. Tools Used: The above hypothesis is tested by using one way ANOVA ‘F’ Test

II. Results: The Calculated value $F=.961$ and $(P<0.05)$ Hence, the calculated value is greater than the table value. The difference between the experience of the teaching faculty and their job satisfaction is not significant. It is further inferred that the experience of the teaching faculty has no significant difference in the job satisfaction towards all the tested parameters.
f. \( H_1: \) There is a significant difference between the course of the respondents and their overall job satisfaction

I. Tool Used: The above hypothesis is tested by using students’ ‘T’ Test

II. Results: The calculated value \( T=1.376 \) and \((P>0.05)\) Hence, the calculated value is greater than table value. The difference between the course/branch of the teaching faculty and their overall job satisfaction is not significant. It is further inferred that there is no significant difference between the course of the teaching faculty and overall job satisfaction. Hence it is clearly known that the entire teaching faculty working in one college would have similar type of perception towards tested variable invariably their branch of study.

g. \( H_1: \) There is a significant difference between the departments of the respondents and their overall job satisfaction

I. Tools Used: The above hypothesis is tested by using one way one- way ANOVA ‘F’ Test

II. Results: The calculated value \( F=6.522 \) and \((P<0.05)\) Hence, the calculated value is less than the table value. Therefore the research hypothesis is accepted and null hypothesis is rejected. It is
clear that there is a significant difference between the department and overall job satisfaction of the teaching faculty in Arts and Science colleges. It is found from the study that the field of study has greatly influenced the job satisfaction of the teaching faculty in all the four tested parameters.

It is obvious that job satisfaction largely depends on the nature of the work and the requirements of the teaching faculty.

h. H₁: There is a significant difference between the income of the respondents and their overall job satisfaction.

i. Tools Used: The above hypothesis is tested by using One way ANOVA ‘F’ Test

ii. Results: The calculated value $F=3.045$ and $(P>0.05)$. The calculated value is greater than the table value. Hence, the research hypothesis is rejected and the null hypothesis is accepted. Therefore there is no significant difference between the income of the respondents and their overall job satisfaction.

Further it is inferred that income drawn by the respondents and their overall job satisfaction is not significant. It is understood that most of the respondents working in the self financing colleges with lower monthly salary are satisfied
with their job since they got good social recognition.

i. \( H_1 \): There is a significant difference between the gender of the respondents and their professional development

i. Tools Used: The above hypothesis is tested by using Mann-Whitney test

ii. Results: The results suggest that there is statistically no significant difference between the gender of the respondents and their professional development. \( Z \) value is -0.300 and (.764) is the 2 tailed assumption values. Hence the research hypothesis is rejected and the null hypothesis is accepted. Therefore, there is no significant difference between the gender of the respondents and their perception towards the professional development opportunity.

j. \( H_1 \): There is a significant difference between the marital status of the respondents and job satisfaction towards compensation

I. Tools Used: The above hypothesis is tested by using Mann-Whitney test

II. Results: The results suggest that there is statistically no significant difference between the underlying distribution of the married teaching faculty score and that of the
unmarried teaching faculty score \((Z = -1.380, P=.167)\). Therefore it is clear that the expectation of the married and the unmarried towards the compensation is not similar.

**Other related Hypotheses tested results**

k. \(H_1\): There is a significant difference between the course of the study of the respondents and their satisfaction towards infrastructure

I. Tools: The above hypothesis is tested by using Mann-Whitney test

II. Results: The results suggest that there is a statistically significant difference between the underlying distribution of various courses of the study and their satisfaction towards infrastructure \((Z = -3.858, P=.000)\). Therefore it is clear that expectation of the married and the unmarried towards infrastructure is similar.

I. \(H_1\): There is a significant relationship between the Workplace conditions and the overall job satisfaction of the respondents

I. Tools Used: The above hypothesis is tested by using Inter Correlated Matrix correlation test
II. Results: The calculated value is 0.844 (**) and $P < 0.01$. Hence the calculated value is less than the table value. Therefore null hypothesis is rejected and research hypothesis is accepted. The relationship between the Workplace conditions and overall job satisfaction of the respondents is significant. It is further inferred that on the basis of intercorrelated matrix almost all the parameters are significantly related to each other. As a result, good Workplace conditions significantly creates overall job satisfaction among the self-financing Arts and Science colleges teaching faculty.

m. $H_1$: There is a significant relationship between Workplace conditions and professional development

I. Tools Used: The above hypothesis is tested by using Inter Correlated Matrix correlation test

II. Results: The calculated value is -0.152(**) and ($P < 0.01$) hence the calculated value is less than the table value. Therefore null hypothesis is rejected and the research hypothesis is accepted. The relationship between the Workplace conditions and professional
development is significantly correlated. It is further inferred that Workplace conditions includes administration or management which is supportive. Hence it is obviously related to professional development. It is concluded that the professional development of the teaching faculty is significantly related to the Workplace conditions of the self financing Arts and Science colleges.

n. $H_1$: There is a significant relationship between the nature of the management and the interpersonal relationship of the respondents

I. Tools Used: The above hypothesis is tested by using Inter Correlated Matrix correlation test

II. Results: The calculated value is $0.134^{(**)}$ and $(P< 0.01)$ the calculated value is less than the table value. Hence, the null hypothesis is rejected and research hypothesis is accepted. The relationship between the nature of the management and the inter-personal relationship of the respondents is significantly related. It is further inferred that Impersonal communication among the employees is closely correlated with the nature of the management.
o. $H_1$: There is a significant relationship between salary and the rewards and awards

I. Tools Used: The above hypothesis is tested with the help of Inter-Correlated matrix

II. Results: The calculated value is .684(**) and (P<0.01). The calculated value is less than the table value. Hence, null hypothesis is rejected and research hypothesis is accepted. The relationship between salaries and rewards awards offered by the self financing colleges is significant. Therefore it is inferred that there is a significant relationship between salary and rewards and awards.

p. $H_1$: There is a significant relationship between infrastructure in terms of physical environment and Infrastructure in terms of library

I. Tools Used: The above hypothesis is tested with the help of Inter-Correlated matrix

II. Results: The calculated value is .382(**) and (P< 0.01) there is a significant relationship between the infrastructure facility in terms of physical environment and in terms of lab/Library. The calculated value is less than
the table value. Hence, null hypothesis is rejected and research hypothesis is accepted.

q. \( H_1 \): There is a significant relationship between overall job satisfaction and students’ absenteeism

I. Tools Used: The above hypothesis is tested with the help of Inter-Correlated matrix

II. Results: The calculated value is \( 0.41 \) (** and \( P < 0.01 \)) the calculated value is less than the table value. Hence, the null hypothesis is rejected and research hypothesis is accepted. The relationship between the students’ behaviour and overall job satisfaction is significant. It is evident from the above test that absenteeism greatly influences the job satisfaction level of the teaching faculty.
SUGGESTIONS AND RECOMMENDATIONS

The following suggestions and recommendations have been made to the respective authority based on the present research study. This would be helpful for increasing the job satisfaction of the teaching faculty, retaining the good teaching faculty, increasing the quality of the higher education and through which achieving the national growth and stability.

TO THE EDUCATIONAL PROMOTERS:

I. The administrator of self financing Arts and Science colleges is expected to define employment policy or conditions clearly to the teaching faculty while they join. This includes tenure, condition for leaving, salary, working hours, and acknowledgement for receiving the certificates and appointment order by stating all these things. If given to teaching faculty well in advance, it would increase their job satisfaction.

II. It is suggested to have a consortium decision on minimum qualification for the faculty. Most of them are Post graduates and less numbers of them are Ph.D holders. The qualification difference among the faculties would create better inter personal relations and uniformity in salary fixation.

III. The administrator would make attempts to offer good salary or other benefits as a means to retain the
expertise of the faculty members in the self financing colleges.

IV. There is a need for staff association or committee to address the issues related to dissatisfaction and grievances.

V. Faculty members can be included for decision making with respect to academic matters. This would create better relationship between the employer and employee.

VI. The work load can be allotted scientifically by allocating the subjects based on their expertise.

VII. As far as parental support and parental care are concerned, the management should arrange mechanized system to gain confidence of the parents by arranging frequent meetings.

VIII. Students’ absenteeism is the big problem today. It is strongly recommended and suggested to have staff in charge of attendance or the absenteeism control in-charge to watch and reduce the absentees’ issue.

IX. It is suggested to have students mentoring system to share their personal, family and academic related issues and problems. Each faculty is allocated a group of students so that they may be continuously monitored by the teachers and this minimizes all sorts of misbehaviour of the students.
X. It is further recommended to have students’ counsellor in the colleges. He/she can counsel the students.

XI. The management can give decent salary and various benefits to its faculty members to induce voluntary participation in curricular and co-curricular activities.

XII. With regard to non-monetary benefits it is recommended to follow the western model of motivating the teacher in term of title like best result producers, problem solver, paper publisher. Some sort of recognition from the management would increase the job satisfaction of the teaching faculty.

XIII. Physical classroom facility and good infrastructure facility can be enhanced to develop the competency of the students.

XIV. As for maintenance regarding computer and science labs, one of the problems is that there are colleges which still possess out-dated configuration using pirated version of the software for their system. Hence it is recommended to update these facilities to benefit both the students and the teachers.

XV. Most of the Colleges are not permitting the faculty to do part-time PhD’s or higher studies during their service. So it is suggested to have some sort of amicable agreement between the teaching faculty and the
management to increase the professional development of the teaching faculty.

XVI. MOU between colleges or with industry are only less. Hence it is recommended to increase the number of MOU’s for maintaining good standards.

SUGGESTIONS TO THE UNIVERSITY

The self financing colleges are affiliated to the university which has the power to monitor the colleges and ensure that feasibility of the course is up to the mark of the university stipulated standard. The following suggestions are made to the university for better monitoring and to impart good quality education.

1. It is suggested that the employment condition of the self financing colleges be monitored through a separate board formed to minimize the grievances related to the employment conditions. It would increase the confidence level of the teaching faculty and achieve high level job satisfaction.

2. It is suggested that the self financing colleges are surprisingly inspect to know the infrastructure of the colleges and to give the suggestions to develop their infrastructure.
GOVERNMENT AND POLICY MAKER

1. A teacher is a very important professional than any other professional in the world. Hence it is indispensable to keep them happy. It is recommended that the government form a committee for the welfare of the college faculty. In USA they have a system to monitor school teaching faculty.

2. As far as India is concerned we are unable to attain 38 % of the higher education. Government is unable to support the self financing colleges. It is suggested to the Government to provide subsidies to the colleges. It may be helpful for the efficient management of the institution .It might indirectly increase the job satisfaction level.

3. It is recommended to the government to allow the private company or the industry to sponsor any self financing college. The expenses may be deducted for their payment of tax under the income from business.
CONCLUSION

Job satisfaction is the fulfilment of one’s expectation from job. It is a pleasurable or positive emotional state resulting from the appraisal of one’s job experience. But the expectation of people may not be homogeneous. It may differ from person to person, place to place, job to job, context to context, and organization to organization. So, job satisfaction cannot be generalized. From the academic perspective, Workplace conditions, compensation, infrastructure and professional development affect the job satisfaction of the teaching faculty.

The present study has tried to discover the level of job satisfaction among the teaching faculty of self financing Arts and Science colleges affiliated to Baharathidasan University, Tiruchirappalli considering the four dimensions namely Workplace conditions, compensation, infrastructure and professional development. The study shows that Workplace conditions, professional development and infrastructure significantly creates overall job satisfaction of the teaching faculty, strategic attention need to be given specifically for the compensation dimension which is closely associated with overall job satisfaction. Formation of consortium at the state level would be the best choice to exercise compensation dimension with reasoning.
SUGGESTIONS FOR FUTURE RESEARCH

This study has made an important contribution to the self Financing Arts and Science colleges to understand the job satisfaction level among the teaching faculty and help to increase the satisfaction level so as to retain good employees and ensure increase in the performance of the teaching faculty.

Further research is needed to investigate more variables which are not covered in this study and also to find out how the behaviour of the individual is changing according to the levels of job satisfaction. The typical evidence from the quantitative data of this study shows that the teaching faculty need good Workplace conditions especially management support, defining its employment conditions, improved infrastructure and compensation.

The result from this study shows that the gap between job satisfaction and dissatisfaction is only at a negligible among the teaching faculty. Hence future study can also address the issue of the job satisfaction and dissatisfaction and its impact on performance of the teaching faculty and performance of students. That will clearly explain the effect of job dissatisfaction in an educational institution and its effects on students’ performance.