AN EMPIRICAL STUDY ON JOB SATISFACTION AMONG FACULTY IN SELECT PRIVATE ENGINEERING COLLEGES IN A.P

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ABSTRACT
Job satisfaction is one of the most significant tasks faced by the academecians in the private engineering colleges in the present days. The study is focused especially on the select college faculty of overall job satisfaction. First, the research paper begins with the review of literature related to job satisfaction and with further data collection of the faculty based on many recognized factors. To achieve the aim of the study, questionnaire survey is done. The results show that there is no impactof job satisfaction in private engineering colleges. This can be successful only through the satisfaction of faculty members. To study the analysis of job satisfaction 100 faculty members are taken for survey. The majority of the respondents are Associate Professors and Assistant Professors. The collected data is analyzed and the findings of the study are generalized. Therefore, this study aims to identify the factors that lead to the satisfaction of the faculty of Engineering Colleges and examines the level of job satisfaction of the faculty in select Private Engineering Colleges of Andhra Pradesh in India. To know the faculty job satisfaction, the followings factors like work group support, working conditions, supervisory support and innovational support, wages and salaries, promotion, rewards and recognition and workplace environment.

KEY WORDS: *Job Satisfaction, Effective Teaching and Learning Methods, Dissatisfaction, Working Conditions, Wages and Salaries, Rewards and Recognition , Workplace Environment.*

INTRODUCTION

A popular and prosperous educational system requires an effective, deemed and high quality teaching staff. The role of faculty is very much important as they employ the most effective teaching and learning skills and strategies to enable the students' progress in real life situations. As our former president says that "Learning gives creativity, Creativity leads to thinking, Thinking provides knowledge, Knowledge makes you great". The milinean future depend on teaching faculty. Job satisfaction represents a combination of optimistic or pessimistic feeling that faculty have towards their work. People's level of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. Job satisfaction reflects the faculty's performance, behavior and attitude towards the students and in teaching skills in the classroom. Satisfied faculty employ the effective teaching and learning methods which enables the progress and growth of the students. The qualified teachers and education in any country of the world have been very essential part of the different civilization of the world in historical perspectives.So, the level of satisfaction of faculty towards their job is the prominent aspect for the study of this research. The job satisfaction is very wider concept in every profession. This study focuses to evaluate the faculty attitude towards job satisfaction in Private Engineering Colleges. It shows the prominence of job factors like work group support, working conditions, supervisory support and innovational support ,wages and salaries, promotion, rewards and recognition and work place environment.

LITERATURE REVIEW

Contemporary research studies described the concept of job satisfaction as an evaluative state that varies over a period time *(Ritzenhöfer et al., (2019); Wolter et al., (2019).* Research study made by Dalkrani and Dimitriadis, (2018), examined the effect of job satisfaction on employee commitment and explained how intrinsic need satisfaction of the employees at work influences their attitudes towards job. *Noviantoro, (2018)* conducted a landmark research study in the context of Indonesia about the job satisfaction as well as the extent of the effect of work passion on teacher's achievement. This study empirically investigated about the impact of incentives on the teachers' job satisfaction and also the extent of direct effect of job satisfaction on teachers' work achievement. The study concluded that there is a direct

but yet a non-significant effect association between the variables of work passion on teacher job satisfaction.

Kovacs et al., (2018), explored the different forms of job dissatisfaction by linking to the motivation and performance. The authors investigated about the stability of the dissatisfaction forms over a period of time by contenting it to a five-month period with emphasis on assessing their relationship with well-being, motivation and (self-reported) performance. *Okele and Mtyuda (2017)* examine results demonstrated that an absence of assets, a lot of horde of courses and indiscipline in the midst of understudies were extreme wellsprings of dissatisfaction in the midst of educators. Different reasons for employment disappointment in the midst of educators are the board outcomes. Every one of these components make withdrawal among educators and filled cynicism in their activity.

Troesh and Bauer (2017) examined work fulfillment and worry in second profession educators contrasted with first vocation instructors and the job of self-viability in this unique situation. Results demonstrated that second profession instructors are exceedingly loaded up with fulfillment with their occupation than first vocation educators. *Tharikh et al. (2016)* broke down the information and results demonstrated that work environment fulfillment, association responsibility and hierarchical nationality conduct measurably significant and hopeful relationship. *Nawi et. al. (2016:244)* examined the job satisfaction among academic or nonacademic staff in modern public universities in Malaysia. The study revealed that educational institutions had not measured the level of job satisfaction among the teaching and non-teaching staff. The scholars suggested that constant evaluation of job satisfaction and adoption of promotional measures would enhance job satisfaction of teaching and other employees

Robertson & Kee (2016) studied workplace satisfaction in a computer-mediated context, particularly with the use of social media. Results showed that workers satisfaction at work is optimistically connected by the quantity of moment they spend on facebook interacting by colleague. Also showed that part time workers reported having spent the greater quantity of moment on Facebook with theircolleagues, and agreement workers reported the greater degree of work satisfaction at the place of work. *Monga et al. (2015)* results disclosed that pay, social association, contact, attitude of seniors, workplace surroundings and team work have more bearing than the factors of training and progress, honours and recompense, job nature, safety of job, morale and role clarity in determining workplace satisfaction of bank workers. *Saner &Eyupoglu (2015)* investigated whether job satisfaction exists among bank employees. Study revealed that bank workers were moderately filled with satisfaction with their job.

Abugre and Sarwar (2013) recognized that the reward framework in an association assumes a huge job in expanding the activity fulfillment of representatives, higher rewards and fulfilled representatives at work outcomes in higher efficiency of Business associations. *Rajareegam,I. Christie Doss (2013),* investigated Job Satisfaction of Engineering College Teachers. The scores of Job Satisfaction structure a decidedly slanted platykurtic circulation. It is reasoned that there is no critical distinction between the male and the female educators in Job Satisfaction. It is presumed that there is no critical contrast between the instructors at 31 years old and beneath and educators at the age over 31 in Job Satisfaction. It is reasoned that there is no noteworthy distinction between the wedded and unmarried educators in Job Satisfaction. In light of the examination utilizing engaging, differential and fluffy rationale strategy, it is seen that the present job of Job Satisfaction shapes a decidedly slanted platykurtic dispersion, which demonstrates that there is a more prominent fulfillment in the present occupation among the Teachers in Private Engineering Colleges.

NEED OF THE STUDY

The focus of this study is centered on faculties in the select Private Engineering Colleges of Andhra Pradesh. The main objective is to identify underlying factors of job satisfaction and analyze job satisfaction on different demographic basis. This study is important as it highlights the factors that teaching faculty would enhance their methods in teaching when they are satisfied. The management of Private colleges find the research helpful in improving staff morale and enhancing the job satisfaction of their employees. The educator who achieves success in his or her job and whose needs are met in the work place would be a happy employee that strives maintain for excellence. In addition, this study recommends adoptable policies and strategies for mitigating organizational correlates of job dissatisfaction.

OBJECTIVES OF THE STUDY

1. To measure the different dimensions of job satisfaction among Engineering College faculty of Andhra Pradesh.
2. To putforth certain suggestions based on findings.

RESEARCH METHODOLOGY

Source of Data

To fulfil the aforesaid objectives the data have been collected from two sources i.e. primary and secondary sources . The secondary data were collected from various journals ,periodicals, magazines, books . The primary data is collected directly from the sample respondents with questionnaires.

Sampling and Data Collection

Convenient sampling method is used to select the sample.Questionnaire is designed in this study to refer Assistant professors and Associate professors through pilot study. The questionnaire is distributed personally and are requested to provide required information based upon the various factors .To fulfil the objectives of the study, 100 sample respondents are selected by using the convenient sampling method.

Research Design and Size of a sample

The study is based on primary data which is collected from the faculty of select private engineering colleges. The total number of private engineering colleges functioning in A.P. are 1284. Out of total private engineering colleges, four private engineering colleges are chosen for the research. They are St.Ann's College of Engineering & Technology,Chirala, Avanthi Institute of Engineering & Technology, Visakhapatnam, PVP. Siddhartha Institute of Technology, Vijayawada and Gudlavalleru Engineering College,Gudlavalleru.Among the four private engineering colleges 400 Associate Professors, and 600 Assistant Professors are working in all branches. Out of them,100 faculty are taken for the present research through applying convenient sampling method.

DATA ANALYSIS AND INTREPRETATION
Table-1: Correlation Matrix[a] Relating to attitude towards job satisfaction

	1	2	3	4	5	6	7	8
Work Group Support	1.000	.236	.471	.384	.580	.378	.505	.626
Working Conditions	.236	1.000	.625	.472	.364	.451	.389	.257
Supervisory Support	.471	.625	1.000	.491	.280	.202	.362	.435
Innovational Support	.384	.472	.491	1.000	.360	.221	.371	.217
Wages and Salaries	.580	.364	.280	.360	1.000	.549	.474	.395
Promotions	.378	.451	.202	.221	.549	1.000	.585	.484
Rewards and Recognition	.505	.389	.362	.371	.474	.585	1.000	.483
Workplace Environment	.626	.257	.435	.217	.395	.484	.483	1.000
Sig. (1-tailed)								
Work Group Support		.000	.000	.000	.000	.000	.000	.000
Working Conditions	.000		.000	.000	.000	.000	.000	.000
Supervisory Support	.000	.000		.000	.001	.000	.000	.000
Innovational Support	.000	.000	.000		.000	.000	.000	.000
Wages and Salaries	.000	.000	.000	.000		.000	.000	.000
Promotions	.000	.000	.000	.000	.000		.000	.000
Rewards and Recognition	.000	.001	.000	.000	.000	.000		.000
Workplace Environment	.000	.000	.000	.000	.000	.000	.000	
a. Determinant = .027								

Table-1 shows the Correlation Matrix[a] relating to attitude towards job satisfaction. The first half of the table contains Pearson correlation coefficient between the pairs of questions, and the second half contains the one- tailed significance of select variable coefficients. The researcher scanned the second half for the significant values and glanced the factors to identify which values are greater than 0.05. Then the scanned research of thefirst half contains the correlation coefficients and the observed the values to identify values which are greater than 0.9. If any value is more than 0.9 then it is understood there is a problem of similarity in the data and therefore those questions have to be reconsidered. But for this research, all the correlation values are found to below 0.9.Hence, it is concluded that there is a significant correlation between every pair. There is a considerable difference among the questions, because majority of the values realized to be below 0.05. The determinant which is found at the bottom of the matrixshould be greater than 0.00001. In the present table, the determinant value .027 is found. Therefore, multi-co linearity (one dimension values changes will impact on other dimension value i.e., suitable for comparisons) is not a hitch for this data. To conclude, all the collected data correlate moderately well. So,after fulfilling these conditions, the study has conducted Kaiser-Meyer-Olkin) and Bartlett's test.

KMO (Kaiser-Meyer-Olkin) and Bartlett's test

Kaiser-Meyer-Olkin (KMO) Test is a measure of how suited present data is for Factor Analysis. The test measures sampling adequacy for each variable in the model and for the complete model. The statistic is a measure of the proportion of variance among variables that might be common variance. The lower the proportion, the more suited data is to Factor Analysis. Following **Table – 2** shows the results of the KMO and Bartlett s test.

Table - 2: KMO and Bartlett's Test Relating to Attitude towards Job satisfaction

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.756
Bartlett's Test of Sphericity	Approx. Chi-Square	4926.72
	df	56
	Sig.	.000

The above **Table - 2** reveals that KMO value i.e., .756 is neither nearer to 0 nor close to 1. So the range is found to be good. Bartlett's test for Sphericity compares correlation matrix (a matrix of Pearson correlations) to the identity matrix. In other words, it checks if there is a redundancy between variables that can be summarized with some factors. Therefore, this test should be momentous (i.e., have a significant values less than 0.05). A significant value from chi-square test shows that for the present data Rmatrix is not an identity matrix. Here Bartlett s test for Sphericity is highly significant (p<0.001), therefore it is concluded that the factor analysis is appropriate.

Table - 3: Anti-image Correlation Matrix relating to Attitude towards Job satisfaction

	1	2	3	4	5	6	7	8
Work Group Support	.632[a]							
Working Conditions	-.102	.751[a]						
Supervisory Support	.242	-.564	.832[a]					
Innovational Support	-.373	-.374	-.143	.694[a]				
Wages and Salaries	.289	-.424	-.043	-.067	.736[a]			
Promotions	-.183	-.307	.075	-.126	-.208	.789[a]		
Rewards and Recognition	-.106	.084	-.046	.074	-.168	-.302	.942[a]	
Workplace Environment	-.074	.029	-.113	.201	-.172	-.283	.104	.691[a]
a. Measures of Sampling Adequacy(MSA)								

Table - 3 shows KMO, Barlett s test of sphericity and anti-image correlation matrix. As per Kaiser s (1974) recommendations 0.00 to 0.49 unacceptable, 0.50 to 0.59 miserable, 0.60 to 0.69 mediocre, 0.70 to 0.79 middling, 0.80 to 0.89 meritorious, 0.90 to 1.00 marvelous. In the table KMO values for individual factors are formed on the diagonal of the anti-image correlation matrix. After the observation it is identified that for all factors the values are above 0.5.

Thus, all the factors should be considered for Communalities analysis. The off diagonal values represent the partial correlations between factors. Therefore, off diagonal elements been scanned to ensure that they are lesser than diagonal values and found off diagonal values are lesser than diagonal values.

Communalities

Initial communalities estimates the differences among each factor accounted for, from all variables. Extraction communalities values are estimates of the differences in each factor accounted for the variables in the factor solution. Below **Table - 4** shows the particulars of communalities of attitude towards job satisfaction in private engineering colleges.

Table - 4: Communalities – Attitude towards Job satisfaction

Communalities	Initial	Extraction
Work Group Support	1.000	.836
Working Conditions	1.000	.652
Supervisory Support	1.000	.783
Innovational Support	1.000	.527
Wages and Salaries	1.000	.572
Promotions	1.000	.633
Rewards and Recognition	1.000	.647
Workplace Environment	1.000	.746
Extraction Method: Principal Component Analysis.		

The above **Table-4** gives the communalities of initial and extraction. Principal component analysis deals with the initial hypothesis that all factors are common; so in the table, values for the initial communalities are 1 for all the factors. The value in the column titled extraction shows the common difference in the data structure. For, work group support 83.6 per cent of variance observed is common difference. There is second dimension for observing these communalities is in terms of the ratio of difference explained by the underlying variables.

To understand about the exact level of difference among factors is initially assumed as all communalities are "1". But after the analysis the differentiated values for each variable are found. Working Conditions has 65.2 per cent, Supervisory Support has 78.3 per cent, Innovational Support has 52.7 per cent, Wages and Salaries has 57.2 per cent, Promotions have 63.3 per cent, Rewards and Recognition has 64.7 per cent and Workplace Environment has 74.6 per cent. Above variables shows the variance in structure. It is shown in Total Variance Explained table which is following.

Table-5: Total Variance Explained- Attitude towards Job satisfaction

Total Variance Explained							
Comp onent	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	4.262	42.62	42.62	4.262	42.62	42.62	3.482
2	2.371	23.71	66.33	2.371	23.71	66.33	2.741
3	1.402	14.02	80.35	1.402	14.02	80.35	2.693
4	.712	7.12	87.47				
5	.523	5.23	92.70				
6	.326	3.26	95.96				
7	.267	2.67	98.63				
8	.137	1.37	100.00				
Extraction Method: Principal Component Analysis.							
a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.							

The above **Table-5** shows that Eigen values related with each factor displays the difference explained by that particular linear factor. This table also shows the Eigen values in terms of the percentage of difference explain. So factor 1 represents 42.62, factor 2 represents 23.71 per cent and factor 3 represents 14.02 per cent of total difference; from the data it is understood that these three variables represent relatively major amount of difference of 80.35. Finally it is concluded that the initial three variables explain relatively major part of difference whereas subsequent variables explain only small part of difference. There are three variables among all with Eigen value greater than 1. The Eigen values related with these variables are again shown and the percentages of difference explained in the columns are labeled extraction sums of squared loadings. From the above **Table-5** it is identified that only first three factors in Attitude towards Job satisfaction are highly impacting aspect in the job satisfaction and the residual were of not that much. Because it only exceeds Eigen value more than 1. Following **Table-6** brings the details of Pattern Matrix of Job satisfaction in private engineering colleges.

Table-6: Pattern Matrixa - Attitude towards Job satisfaction

Pattern Matrixa			
	Component		
	1	2	3
Work Group Support	.835		
Working Conditions	.742		
Supervisory Support	.673		
Innovational Support	.642		
Wages and Salaries	.605		
Promotions		.762	
Rewards and Recognition		.749	
Workplace Environment			-.617
Extraction Method: Principal Component Analysis.			
Rotation Method: Oblimin with Kaiser Normalization.			
a. Rotation converged in 12 iterations.			

Above **Table - 6** shows the Pattern Matrixa– Job satisfaction among faculty in private engineering colleges.. On the basis ofOblimin with Kaiser Normalization, three Groups emerged. These three Groups consist of all those factors that have factor loadings greater than or at least equal to 0.5. Thus, the first Group consists five dimensions like Work Group Support, Working Conditions, Supervisory Support, Innovational Support and Wages and Salaries, these five dimensions are combined together to get one Group and it is titled as "Group 1". For second component there are two dimensions Promotions and Rewards And Recognition dimensions combined together to get one factor extracted and it is titled as "Group 2". Finally for third component there is one dimension Workplace Environment is titled as "Group 3".

Table-7: Component Correlation Matrix – Attitude towards Job satisfaction

Component Correlation Matrix			
Component	1	2	3
1	1.000	.325	-.296
2	.325	1.000	-.214
3	-.296	-.214	1.000
Extraction Method: Principal Component Analysis.			
Rotation Method: Oblimin with Kaiser Normalization.			

The last segment of the factor analysis outcome is a Component Correlation Matrix – Attitude towards Job satisfaction between the variables. This matrix consist the correlation coefficients among the variables. From the **Table-7** it is observed that all these variables are interrelated with each other to some extent. The fact that these correlations exists tells that the constructs calculated can be interrelated. If the constructs are independent then the component correlation matrix should have been identity matrix. Therefore, from this final matrix it appears that the independence of the variables cannot be hypothesized.

FINDINGS

➢ Total 8 factors are considered for the study and from the analysis it is found that all the factors work group support , working conditions, supervisory support, innovational support ,wages and salaries, promotions,rewards and recognition and work place environment are significantly impacting job satisfaction in private engineering colleges.

➢ Among 8 factors the first Group consists five dimensions like Work Group Support, Working Conditions, Supervisory Support, Innovational Support and Wages and Salaries, these five dimensions are combined together to get one Group and it is titled as "Group 1". For second component there are two dimensions Promotions and Rewards And Recognition dimensions combined together to get one factor extracted and it is titled as "Group 2". Finally for third component there is one dimension Workplace Environment is titled as

"Group 3"with respect to Private Engineering Colleges in the study.

➢ Aforesaid factors are categorized into three groups the first group consists of Work Group Support, Working Conditions, Supervisory Support, Innovational Support and Wages and Salaries has high impact, where as the second group consists of Promotions and Rewards And Recognition has moderate impact and the last group consists of workplace environment has less impact on job satisfaction in private engineering colleges.

SUGGESSIONS

✓ Faculty members of Private Engineering colleges may be more empowered through the more Supervisory Support for better accomplishment of the students.

✓ Innovational Support may enhance the skills and abilities of faculty by organizing Career development programs in Private Engineering Colleges.

✓ Management should take steps to motivate faculty by providing friendly workplace environment through Team building exercices, cultural programs ,picnics and social interactions in the professional development.

✓ Need to improve working conditions in terms of optimize safety, health, comfort and efficiency.

✓ Promotion should be reviewed emphasizing performance based rather than experienced based criteria.

✓ .It is highly suggested that the management should try to provide better working conditions to the faculty of Private Engineering Colleges.

CONCLUSION

The investigation is directed in understanding faculty attitude towards the job satisfaction in the Private Engineering Colleges. The examination delineates pleasant picture of job satisfaction among faculty in general in private engineering colleges. The reaction of the male and female faculty is pretty much comparative for the factors like work group support, working conditions, supervisory support and innovational support ,wages and salaries, promotion, rewards and recognition and work place environment. There is significant relationship between different dimensions of job satisfaction among private engineering college faculty and their attitudes towards the indicators of job satisfaction. The faculty has shown satisfaction for their professional development.

Limitations & Further Scope of the Study

The research conducted a survey to elicit the opinion from the faculty of four private engineering colleges only in A.P. The sample size is restricted to 100 only due to time and cost constraints. The study concentrate on finding out the causes of satisfaction among male and female academicians and determines whether there is a difference in their level of satisfaction. It is an attempt to find out how academicians feel about their jobs. In further, there is a lot of scope to conduct research with many Engineering colleges and wide sample. The study also confined to Job Satisfaction of faculty. Therefore, a lot of scope is there to focus on other related areas.

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