

## International Journal of Innovative Research in Science, Engineering and Technology

(A High Impact Factor, Monthly, Peer Reviewed Journal)

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Vol. 7, Issue 12, December 2018

# Study of Job Satisfaction and Organizational Climate among Academics Staff in Some Selected Private Universities in Bhopal City

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**ABSTRACT** : This study attempts to establish the relationships that exist between the different variables of organizational climate and job satisfaction among academic staff in some selected private Universities in Bhopal city. Generally it appears that the academic staff members were dissatisfied with the work environment. Literature also shows that University lecturers are currently facing many challenges in education and society, which may well affect their levels of job satisfaction. The results indicate that there is a significant positive relationship between organizational climate and job satisfaction among academics in Bhopal city and also significant that the climates of an organization and job satisfaction vary together. Overall analysis was done on the perception in the way junior and senior academics experience their organizational climate, it was found that there is a significant difference in the way both the senior and junior academics experience their organizational climate. The purpose of study is to determining the impact of organizational climate on job satisfaction among academic staff in educational sector. Adequate literature on organizational climate and job satisfaction was reviewed. Further researchers can use this conceptual model to include few more pre cursors to outcomes to it, also this model can be tested empirically.

**KEYWORDS**: organizational climate, job satisfaction, academic excellence, educational sector, organizational culture.

### I. INTRODUCTION

In whole world there is lots of work done in the field of job satisfaction but there is a few works on job satisfaction and organizational climate interaction. Organizations wants happy and more satisfied employee in their workforce. Importantly any university achieve its strategic goals would strongly depend on her capacity to attract, retain and maintain competent and satisfied staff into its employment. The Indian universities could be classified according to their years of establishment thus: first, second, third and fourth generation universities. The first generation universities are the universities established in the country before the 1970's. The second-generation universities are those universities established in the 1970's. The third generation universities are those universities established either by the central or state governments in the 1980's and 1990's, while the fourth generation universities are those universities established in the late 1990's and 2000's mainly by private individuals or organizations. Both government and private sectors fund public and private universities respectively. Against this background, University lecturers are currently facing many challenges in form of inadequate infrastructure, lack of enabling research environment, disparity in salary and allowances, inconsistent policy implementation between Central and State governments may well affect their levels of job satisfaction. In fact some of these academics again are of the opinion that communication and decision-making problems exist in their institutions because the superiors take certain decisions without involving them which in turn creates additional negative work environment.

The evolving competition in the higher education environment in India evident from the increasing number of new universities has called for good organizational climate that would allow these universities to retain their best hands. Though, university is universal, meaning lecturers are also mobile managers who must move to create employment for

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younger ones, yet, efforts should be made to encourage senior ones to reproduce themselves for national development. At present, there are 227 government-recognized Universities in India. Out of them 20 are central universities, 109 are deemed universities and 11 are Open Universities and rest are state universities. Most of these universities in India have affiliating colleges where undergraduate courses are being taught. According to the Department of higher Education government of India, 16,885 colleges, including 1800 exclusive women's colleges functioning under these universities and institutions and there are 4.57 lakh teachers and 99.54 lakh students in various higher education institutes in India. Apart from these higher education institutes there are several private institutes in India that offer various professional courses in India. Distance learning is also a feature of the Indian higher education system. The overall scenario of higher education in India does not match with the global Quality standards. Hence, there is enough justification for an increased assessment of the Quality of the country's educational institutions.

Based on the above information, universities (private) organizational climate also have both positive and negative work outcomes that could influence the behaviour of employees within the organization. Universities are characterized by a shortage of staff which results in work overload and thus lecturers are expected to undertake certain administrative works to cover all the works that are supposed to be done. Other factors that appear to affect effective functioning of organizations include management and leadership styles, non-academic duties, unclear rules and regulations in the personnel policies, excessive work load, poor communication with supervisor cum unclear lines of communication, boredom and frustration resulting from lack of support from the superior, suitable career ladder, unchallenging jobs and inadequate fringe benefits as expected in the working condition.

## II. RELATED WORK

**Kerber and Campbell 1987-** Measurements of job satisfaction helps identify specific aspects of a job that require improvement.

**Fajana, 1996-** In an organization where work performance is not recognized through promotion and salary increases, productivity of employees tends to be lowered.

**Baron, 1996, Maghradi, 1999 and Fajana 2001-** importance of job satisfaction in an organization, especially, in terms of its efficiency, productivity, employee relations, absenteeism and turnover .

**Oshagbemi, 2000 -** Job satisfaction is a key factor in productivity .

**Daniels, 2001-** Job satisfaction is certainly not the only factor that causes people to produce at different rates.

**Cockburn& Perry, 2004; Boro, et al 2001-**Job satisfaction seems to be one of the key determinants of performance (Therefore, job satisfaction is very important in an organization because if employees are not satisfied, their work performance, productivity, commitment as well as the interpersonal relationships among the management and their subordinates tend to be lowered)

## III. OBJECTIVES OF THE STUDY

The study is

- To find out the relationship that exists between organizational climate and job satisfaction among academics in Bhopal City.
- To determine whether faculty leaving a university is based on being not satisfied with workload, feedback about performance and inadequate salary package expectation.

## IV. RESEARCH METHODOLOGY

After formulation of sample design, I have select method as well as unit of sampling in the research. I will collect sample from Peoples University, RKDF University, Sri Satya Sai University of Technology & Medical Sciences, AISECT University, Jagran lake city university, LNCT University etc.

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## V. SAMPLE SIZE DETERMINATION

According to Daniel (1999) Sample size –  
 $N = \frac{Z^2 P(1-P)}{d^2}$

where  $n$  = sample size,  
 $Z$  = Z statistic for a level of confidence,  
 $P$  = expected prevalence or proportion  
(in proportion of one; if 20%,  $P = 0.2$ ), and  
 $d$  = precision  
(in proportion of one; if 5%,  $d = 0.05$ ).  
 $N = \frac{1.96^2 \cdot 0.10(1-0.10)}{0.05^2}$   
 $= \frac{0.345744}{0.0025}$   
 $= 138.2976$   
 $= 138$

## VI. METHOD OF SAMPLING

There is various method of sampling such as random, purposive, and stratified sampling; in the research study we will adopt **random method** of sampling among

The academic positions that comprise each of following are:

### Senior Academics

Professor.

Assistant Professor .

Associated Professor .

Lecturer

However, below is the statistical information regarding the selected university academic staff as at October, 2017.

**Table : Population Distribution of Sampled Universities**

University	Total Population
People's University People's University, Bhanpur, Bhopal. Tel: 0755-4005203	22
RKDF University RKDF UNIVERSITY AIRPORT BY PASS ROAD,GANDHI NAGAR, BHOPAL MADHYA PRADESH, INDIA PIN CODE-462033 0755-2746165 EMAIL : vc@rkdf.ac.in	20
Jagran Lake City University 165, 1st Floor, Behind Axis Bank, Ram Gopal Maheshwari Marg, Zone-I, Maharana Pratap Nagar, Bhopal, Madhya Pradesh 462011 0755 391 7370 E:info@jlu.edu.in	18
Aisect University Village: Mendua ,Post: Bhojpur, Near Bangrasiya chouraha, Bhopal <a href="http://www.aisectuniversity.ac.in/">http://www.aisectuniversity.ac.in/</a>	22
LNCT University J.K. Town, Sarvadharam C-Sector, Kolar Road, Bhopal, Madhya Pradesh 462042 <a href="http://www.lnctgroup.in">www.lnctgroup.in</a> +91 755 3985300-03	18
<b>Total</b>	<b>100</b>

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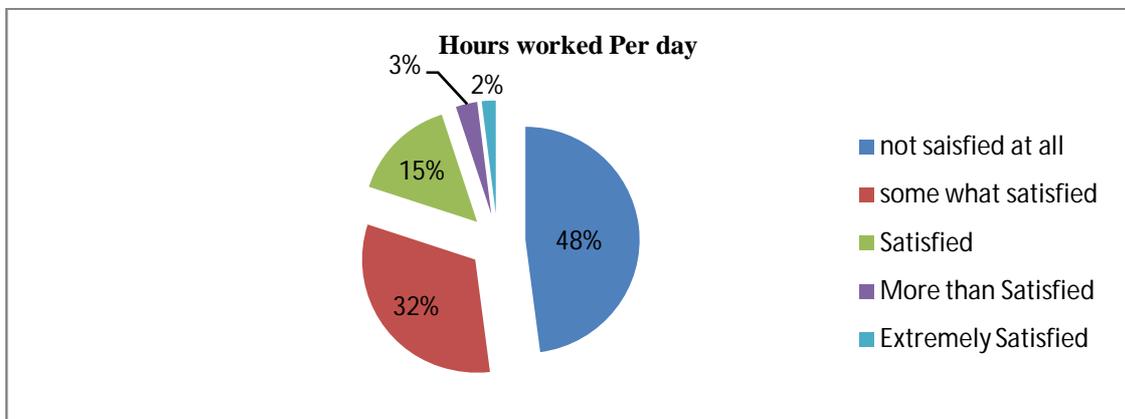
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## VII. ANALYSIS AND RESULT

### GENERAL WORKING CONDITIONS

Hours worked each day

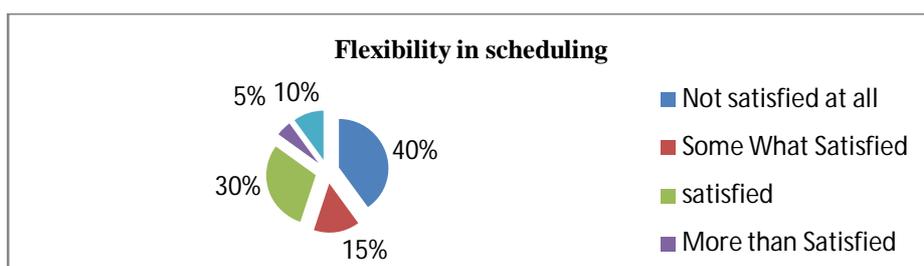


**Table: 01 Hours worked each day**

S Num	Satisfaction Level	Num. Of Employee	Percentage
1.	Not Satisfied At All	48	48%
2.	Some What Satisfied	32	32%
3.	Satisfied	15	15%
4.	More than Satisfied	3	3%
5.	Extremely Satisfied	2	2%
6.	<b>Total</b>	100	100%

As shown above pi-chart and table most of the academic staff works more than duty hours. They work even in holidays as well as after the scheduled duty hours and even they assign for the some office and administrative related clerical jobs.

Flexibility in scheduling



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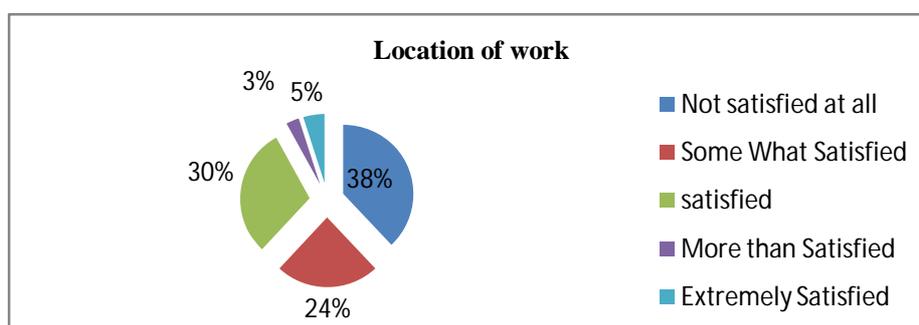
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**Tab: 02 Flexibility in scheduling**

S Num	Satisfaction Level	Num. Of Employee	Percentage
1.	Not Satisfied At All	40	40%
2.	Some What Satisfied	15	15%
3.	Satisfied	30	30%
4.	More than Satisfied	5	5%
5.	Extremely Satisfied	10	10%
6	<b>Total</b>	100	100%

As shown above pi chart and table there were 60% of total targeted population are satisfied with flexibility in scheduling as traditional 9 to 5, 40 hours work week. It allows academicians to vary their arrival or departure times. But in some cases (40%) of population are not satisfied because they were no facilitating for the flexibility of scheduling.

Location of work



**Table: 03 Location of work**

S Num	Satisfaction Level	Num. Of Employee	Percentage
1.	Not Satisfied At All	38	38%
2.	Some What Satisfied	24	24%
3.	Satisfied	30	30%
4.	More than Satisfied	3	3%
5.	Extremely Satisfied	5	5%
6	<b>Total</b>	100	100%

Most of the universities located in the far areas from the main populated area or city so that some academicians (38%) are not satisfied but most of the academicians (62%) are satisfied with location of work.

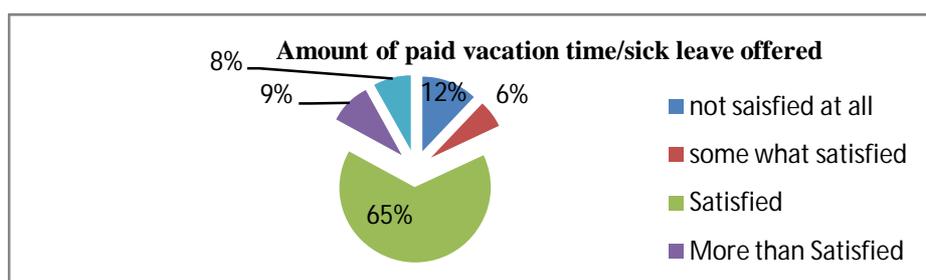
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Amount of paid vacation time/sick leave offered



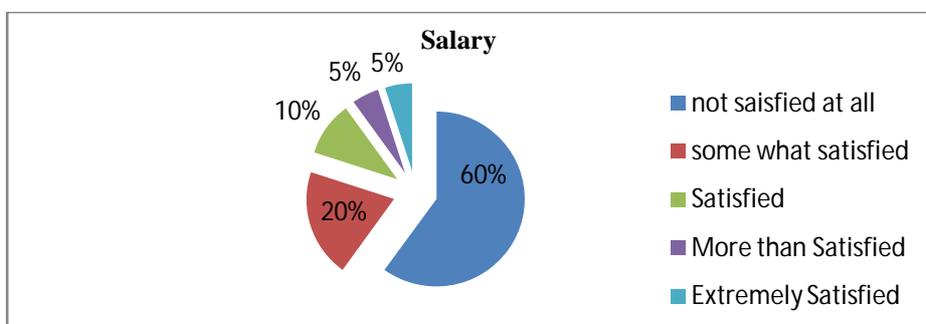
**Tabel: 04 Amount of paid vacation time/sick leave offered**

S Num	Satisfaction Level	Num. Of Employee	Percentage
1.	Not Satisfied At All	12	12%
2.	Some What Satisfied	6	6%
3.	Satisfied	65	65%
4.	More than Satisfied	9	9%
5.	Extremely Satisfied	8	8%
6	<b>Total</b>	100	100%

Most of the populations are satisfied with sick leave offered or paid vacations by the university administration. Only 12% population are not satisfied because of their need is more then offered in a conditions such health issue, socio-economic issues etc.

### PAY AND PROMOTION POTENTIAL:-

Salary



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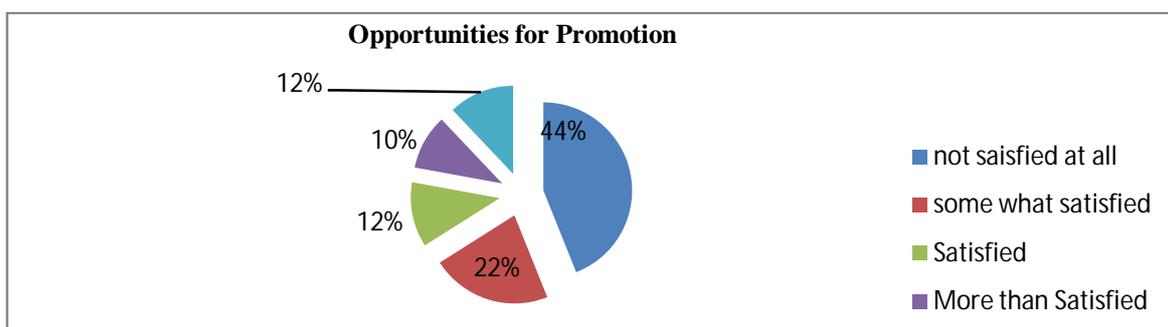
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**Table: 05 Salaries**

S Num	Satisfaction Level	Num. Of Employee	Percentage
1.	Not Satisfied At All	60	60%
2.	Some What Satisfied	20	20%
3.	Satisfied	10	10%
4.	More than Satisfied	5	5%
5.	Extremely Satisfied	5	5%
6	<b>Total</b>	100	100%

Now day's salary is most disputed issue between organizations and employees. Because there is a big gap between desired candidate and actual working candidate for the academic activities and in other hand organizational intentions and greediness as well as depend on organization economic health.

### Opportunities for Promotion



**Table: 06 Opportunities for Promotion**

S Num	Satisfaction Level	Num. Of Employee	Percentage
1.	Not Satisfied At All	44	44%
2.	Some What Satisfied	22	22%
3.	Satisfied	12	12%
4.	More than Satisfied	10	10%
5.	Extremely Satisfied	12	12%
6	<b>Total</b>	100	100%

There were very less chances for the promotions for the private university academician in the same university but they satisfied by periodically changing their jobs in deferent private universities. In some cases timely or beyond the time accordingly private universities academician find their desired opportunities for promotion in the same university.

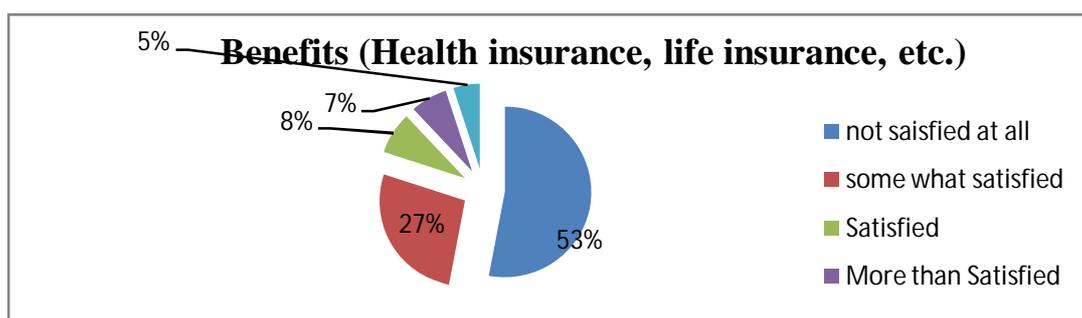
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Benefits (Health insurance, life insurance, etc.)

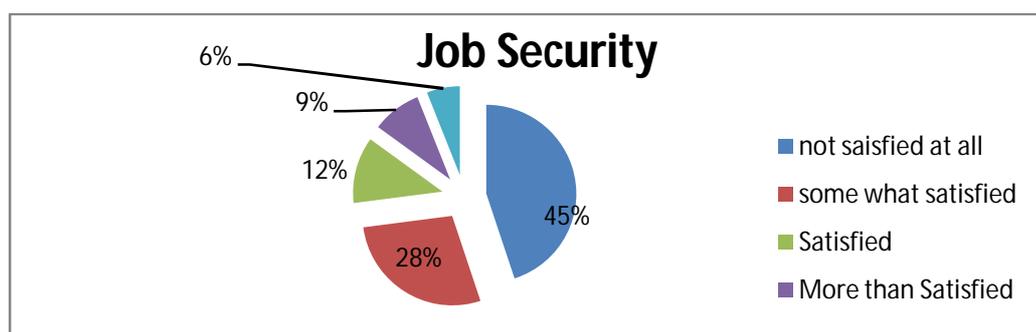


**Table: 07 Benefits (Health insurance, life insurance, etc.)**

S Num	Satisfaction Level	Num. Of Employee	Percentage
1.	Not Satisfied At All	53	53%
2.	Some What Satisfied	27	27%
3.	Satisfied	8	8%
4.	More than Satisfied	7	7%
5.	Extremely Satisfied	5	5%
6.	<b>Total</b>	100	100%

Private universities academicians are not covered by the health insurance and life insurance by private university administration. Generally they got these facilities by self. But some government insurance agencies give their insurance benefits in the bulk insurance form against very less premium or one time premium.

Job Security



**Table: 08 Job Securities**

S Num	Satisfaction Level	Num. Of Employee	Percentage
1.	Not Satisfied At All	45	45%
2.	Some What Satisfied	28	28%
3.	Satisfied	12	12%
4.	More than Satisfied	9	9%
5.	Extremely Satisfied	6	6%
6.	<b>Total</b>	100	100%

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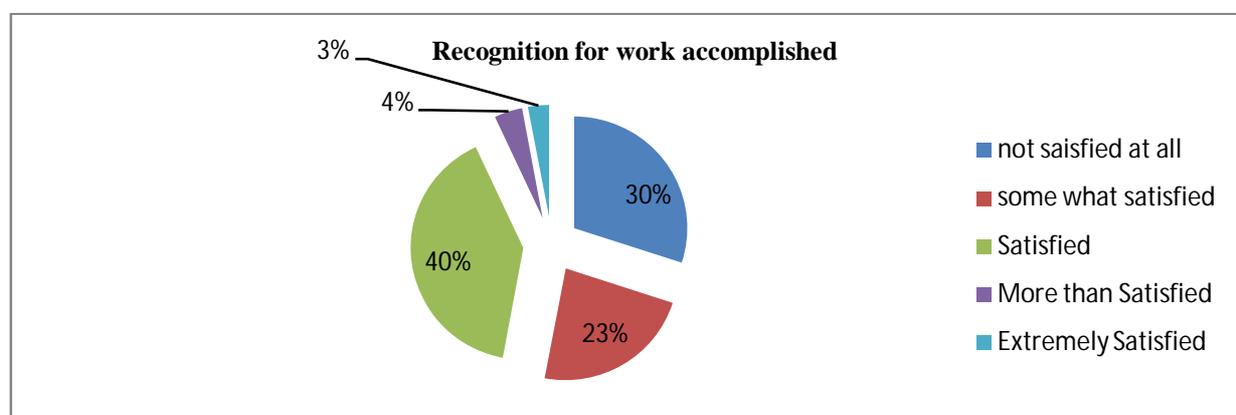
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In the private organization there is very less security for the job. In our study there are 45% academicians are dissatisfied in private universities academic environment but job security seen in higher positions because they cannot easily replaced by any one and in lower positions there is always possibility for the easy replacing.

Recognition for work accomplished



**Table: 09 Recognition for work accomplished**

S Num	Satisfaction Level	Num. Of Employee	Percentage
1.	Not Satisfied At All	30	30%
2.	Some What Satisfied	23	23%
3.	Satisfied	40	40%
4.	More than Satisfied	4	4%
5.	Extremely Satisfied	3	3%
6	<b>Total</b>	100	100%

There were 70% of private universities academicians are satisfied with recognition for work accomplished because they do their teaching and learning jobs very well. Very less academicians are dissatisfied due to less competent and other reasons of dissatisfaction which create less productive towards university and finally this make no recognition for the work accomplished.

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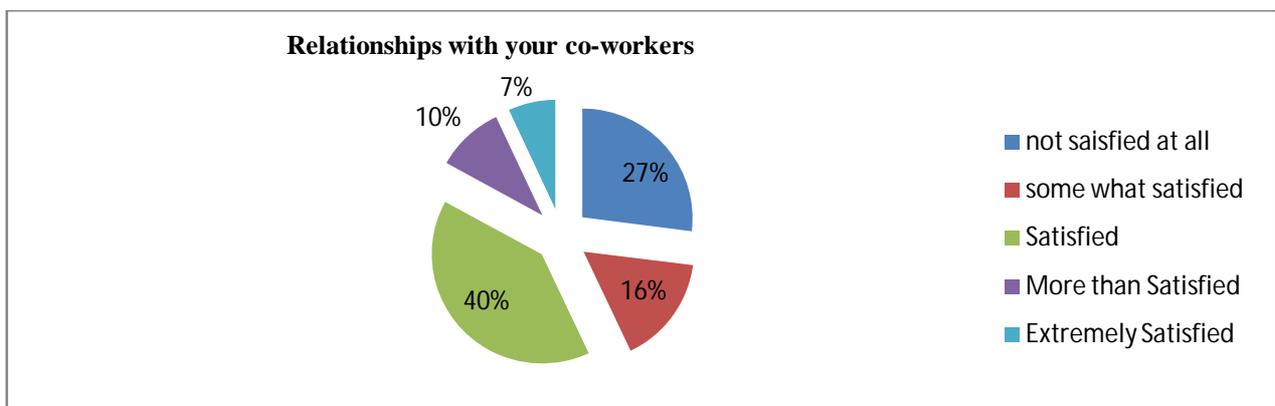
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### WORK RELATIONSHIPS:-

Relationships with your co-workers

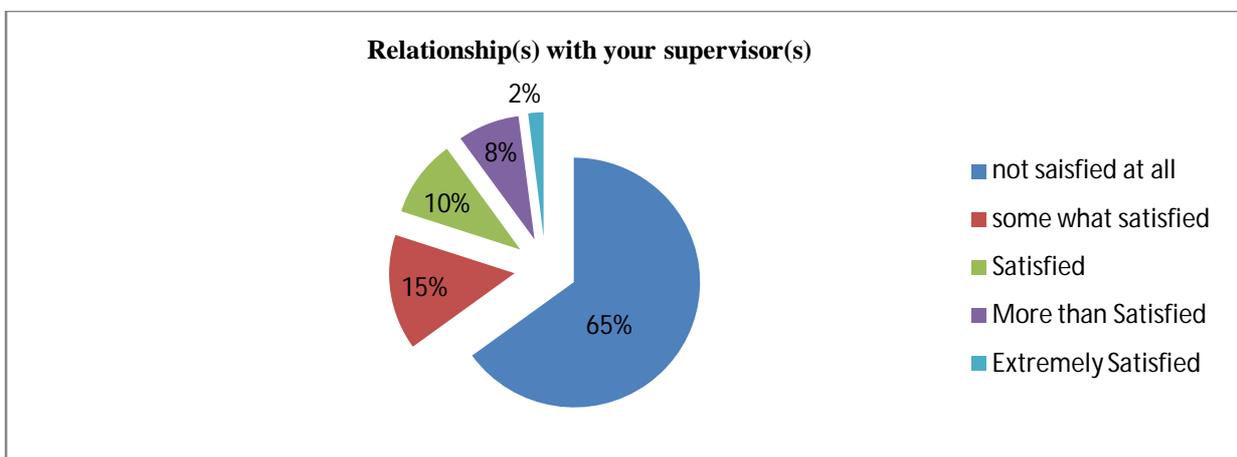


**Table: 10 Relationships with your co-workers**

S Num	Satisfaction Level	Num. Of Employee	Percentage
1.	Not Satisfied At All	27	27%
2.	Some What Satisfied	16	16%
3.	Satisfied	40	40%
4.	More than Satisfied	10	10%
5.	Extremely Satisfied	7	7%
6	<b>Total</b>	100	100%

In our study it is seen there is very healthy work relationship with co-workers in private universities academician

Relationship(s) with your supervisor(s)



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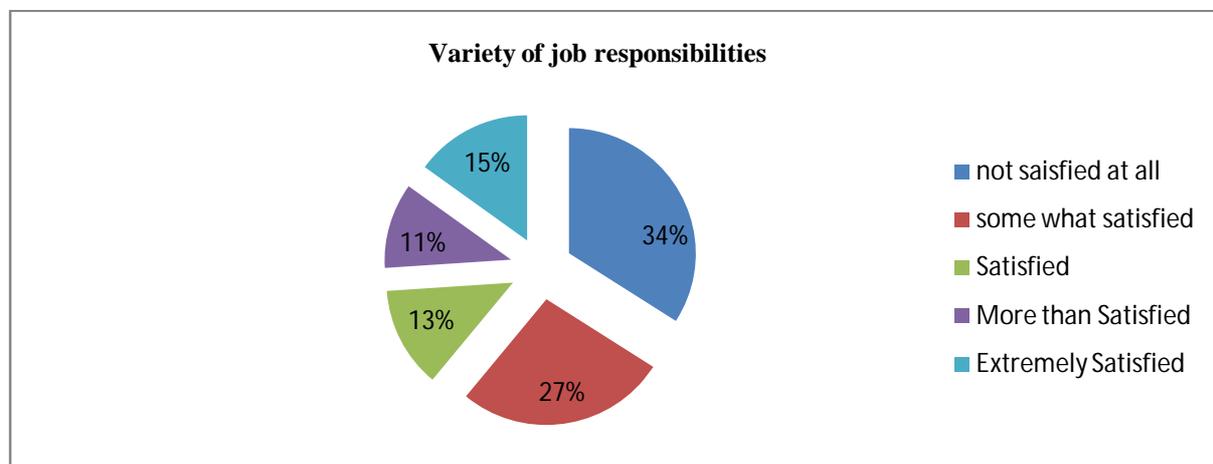
**Table: 11 Relationship(s) with your supervisor(s)**

S Num	Satisfaction Level	Num. Of Employee	Percentage
1.	Not Satisfied At All	65	65%
2.	Some What Satisfied	15	15%
3.	Satisfied	10	10%
4.	More than Satisfied	8	8%
5.	Extremely Satisfied	2	2%
6	<b>Total</b>	100	100%

Relationship with supervisor of academicians is very poor, dissatisfaction is very high and satisfaction level is very poor because of low wages and high productivity demand creates big gap between supervisor and performer academicians.

### WORK ACTIVITIES:-

Variety of job responsibilities



**Table: 12 Variety of job responsibilities**

S Num	Satisfaction Level	Num. Of Employee	Percentage
1.	Not Satisfied At All	34	34%
2.	Some What Satisfied	27	27%
3.	Satisfied	13	13%
4.	More than Satisfied	11	11%
5.	Extremely Satisfied	15	15%
6	<b>Total</b>	100	100%

Job responsibility in university is very well oriented so dissatisfaction level is moderate in academicians. Responsibilities like cultural tours, academic exchange and different cross universities competitions like dance, debate, sports etc provides supervisory and performance proving challenges.

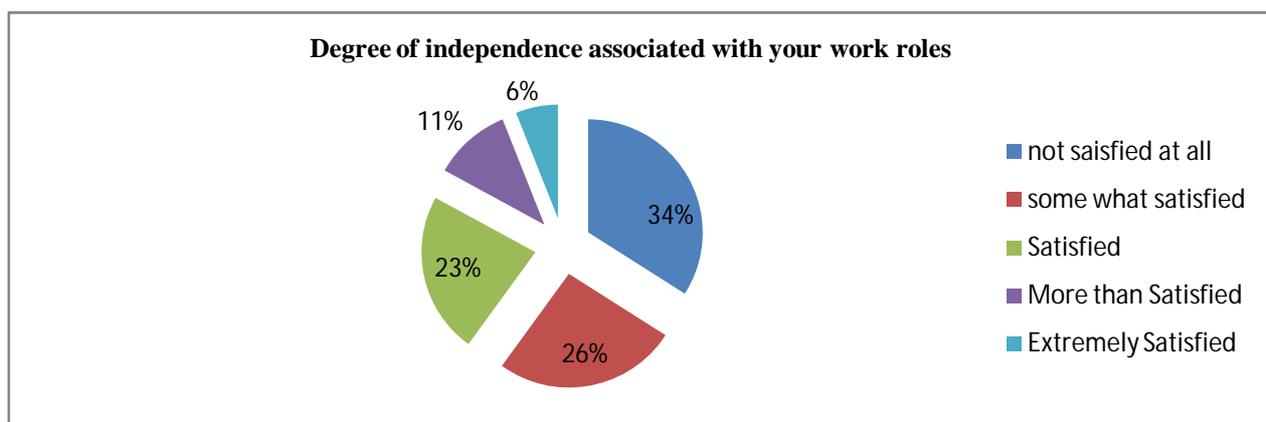
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Degree of independence associated with your work roles



**Table: 13 Degree of independence associated with your work roles**

S Num	Satisfaction Level	Num. Of Employee	Percentage
1.	Not Satisfied At All	34	34%
2.	Some What Satisfied	26	26%
3.	Satisfied	23	23%
4.	More than Satisfied	11	11%
5.	Extremely Satisfied	6	6%
6	<b>Total</b>	100	100%

Independence related issues are also satisfactory for academicians for their work roles they are free to adopt any teaching methodology as digital, conventional like chalk black

Adequate opportunity for periodic changes in duties

**Tabel: 14 Adequate opportunity for periodic changes in duties**

S Num	Satisfaction Level	Num. Of Employee	Percentage
1.	Not Satisfied At All	23	23%
2.	Some What Satisfied	36	36%
3.	Satisfied	24	24%
4.	More than Satisfied	9	9%
5.	Extremely Satisfied	8	8%
6	<b>Total</b>	100	100%

**Reasons-** Private university management wants only economic grants from government, organizations etc other then excellence in education .

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## VIII. SUMMARY AND CONCLUSION

Descriptive statistics on the respondents views about the factors in organizational climate, which could result in job satisfaction of employees, namely – appropriate administrative style, support from supervisors, work load, feedback about performance, clear lines of communication, salary package and promotional opportunities.

This research has great importance in the study of organizational climate and job satisfaction of the university staff. And also assist each and every business organization that how to satisfied their employees needs to achieve their maximum level of job satisfaction. Outcomes of the study can be indicted that how employee relate and affect from the company policies like fair compensation, retirement policy, work process, coordination and leave facility, reward and future opportunities, health insurance and policies, strategy of the company, vision of the company .Also it helps policy makers to understand the dissatisfaction and disputes arising situation within organization.

The purpose of the study was to identify elements within the organizational climate that may cause satisfaction among academic staff in selected private Universities in Bhopal city and provide guidelines for improving the situation.

## IX. CONCLUSION AND SUGGESTION

This study was conducted to find the job satisfaction level of selected private universities in a single area. The number of colleges included in this research is very low. Therefore, this study should be conducted in more universities as well as in colleges both public and private sectors in various remote areas. Also this study should be conducted in other industries to find out the job satisfaction of employees.

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