

## Sector and Job Satisfaction: A study on higher educational Institutions in Assam

<sup>1</sup>Papari Nayak and <sup>2</sup>Prof. (Dr.) Mukulesh Barua,

<sup>1</sup>Research Scholar, Assam Science and Technology University, Assam

Email: papari.nayak@gmail.com

<sup>2</sup>Director and ONGC Chair Professor, Assam Institute of Management, Guwahati, Assam

Email: mukuleshbarua@gmail.com

### Abstract:

The study examines the association of sector and job satisfaction of teaching staff of higher educational institution of Assam. A total of 392 teaching staff was surveyed to assess the relationship of sector with overall job satisfaction and two facets of job satisfaction. The findings indicated a significant relationship between extrinsic job satisfaction and sector where, faculty working in private sector are more related to extrinsic job satisfaction than faculty member working in public sector. However, no significant relationship is found between sector and job satisfaction and intrinsic job satisfaction.

**Keywords:** Job Satisfaction, Higher Educational Institution, Sector, Assam

### 1 Introduction:

Employee's job satisfaction is considered as a key variable that had impact on the performance (Zainalipour, *et al*; 2010). The term job satisfaction was brought to lime light by hoppock's (1935) classic study (Bolin, F., 2008). Spector, P. E., (1997) define job satisfaction as an "extent to which people like (satisfaction) and dislike (dissatisfaction) their jobs". In an Organization, employees who are treated fairly, do their work better and feel satisfied, and conversely when employees feel that they had been unfairly treated, they respond low satisfaction (Zainalipour, *et al*; 2010). Jonathan *et al*, (2013) revealed that in a public secondary school the level of job satisfaction of teachers is moderate. Tahir and Monil (2014) examined the influence of administrative staffs' job satisfaction, organizational commitment and transformational leadership on job performance and indicated that job satisfaction, organizational commitment and transformational leadership are significant and positively correlated with job performance.

In the Indian Context, Swaminathan, S. and Jawahar, P. D. (2013) determines the relationship between Job Satisfaction (JS) and Organizational Citizenship Behavior (OCB) among faculty in higher education institutions in Tamil Nadu, India and stated that there is a positive relationship between job satisfaction and organizational citizenship behavior. However, Kaur, S. *et al.*, (2014) investigate the role of affective and normative commitment in the relationship between job satisfaction (JS) and organizational citizenship behavior (OCB) of faculty members working in private universities. The study found that affective commitment partially mediates the relationship between job satisfaction and organizational citizenship behavior; and normative commitment fully mediates the relationship between organizational citizenship behavior and job satisfaction.

## 2 Objective

- To study the association between sector (Government and Non-Government) with job satisfaction and its facets.

## 3 Hypothesis

This study addresses the following hypotheses:

**Hypothesis  $H_{01}$ :** There is no significant relationship between sector and job satisfaction.

**Sub Hypothesis  $H_{01a}$ :** There is no significant relationship between sector and intrinsic job satisfaction.

**Sub Hypothesis  $H_{01b}$ :** There is no significant relationship between sector and extrinsic job satisfaction.

## 4 Methodology:

Job Satisfaction was assessed using the Minnesota Satisfaction Questionnaire (Short form). To measure the Job Satisfaction of the respondent, 5 point rating scale was used starting from Extremely dissatisfied (5), Dissatisfied (4), Neither dissatisfied nor satisfied (3), Satisfied (2), Extremely satisfied (1). The population of the study comprises of the teaching staff of the college and universities in Assam. The total sample size is 392 where 59.9 per cent of respondents were from public sector and 40.1 per cent of respondents were from private sector.

To identify the dimensions/factors of scale, EFA has been conducted by using Principal Component Method with Varimax Rotation. 3 items have been removed in the exploratory

factor analysis and finally two factors have been extracted from exploratory factor analysis as Intrinsic Job Satisfaction and Extrinsic Job Satisfaction.

## 5 Analysis:

### 5.1 Descriptive Statistics

In this section, the job satisfaction of faculty members among various demographic variables has been determined. The mean scores of Job Satisfaction and its facets of faculty members based on sector had been shown in Table I

**Table I :** Mean score of Job Satisfaction and its facets based on sector

SECTOR	Government		Non- Government	
	Mean	SD	Mean	SD
<b>Intrinsic Job Satisfaction</b>	1.78	0.48	1.76	0.45
<b>Extrinsic Job Satisfaction</b>	2.01	0.60	1.85	0.49
<b>Job Satisfaction</b>	1.87	0.42	1.79	0.32

Table I reveals that faculty members working in private sector (M = 1.79) are more satisfied than faculty members working in public sector (M = 1.87)

### 5.2 Inferential Statistics

In this study, Shapiro Wilk Test and Levene Test have been considered to check normality and homogeneity of data.

**Table II: Tests of Normality of Job Satisfaction and Its Facets**

Sector	Shapiro-Wilk			
	Statistic	Df	Sig.	
<b>Job Satisfaction</b>	Public	.940	235	.000
	Private	.945	157	.000
<b>Intrinsic Job Satisfaction</b>	Public	.946	235	.000
	Private	.855	157	.000
<b>Extrinsic Job Satisfaction</b>	Public	.896	235	.000
	Private	.816	157	.000

a. Lilliefors Significance Correction

The result from table II reveals that Shapiro-Wilks Test of Normality had a significant value for all variables (less than 0.05 at 5% level of significance). Therefore, the assumption of normality has been violated.

**Table III: Homogeneity of Variance test of Job Satisfaction and Its Facets**

	Levene Statistic	df1	df2	Sig.
<b>Job Satisfaction</b>	6.572	1	390	.011
<b>Intrinsic Job Satisfaction</b>	1.383	1	390	.240
<b>Extrinsic Job Satisfaction</b>	2.274	1	390	.132

The outcomes from the table III reveal that significant value of one variable is less than .05. Hence, there is a significant difference exist between the variances. Thus, the assumption of homogeneity of variance has been violated.

The test results of the Shapiro-Wilks Test of Normality and Levine Test indicated that some of the variables did not possess normal distribution and homogeneity of variance, therefore non parametric test was applied in this study.

### 5.2.1 Sector and Job Satisfaction and its facets

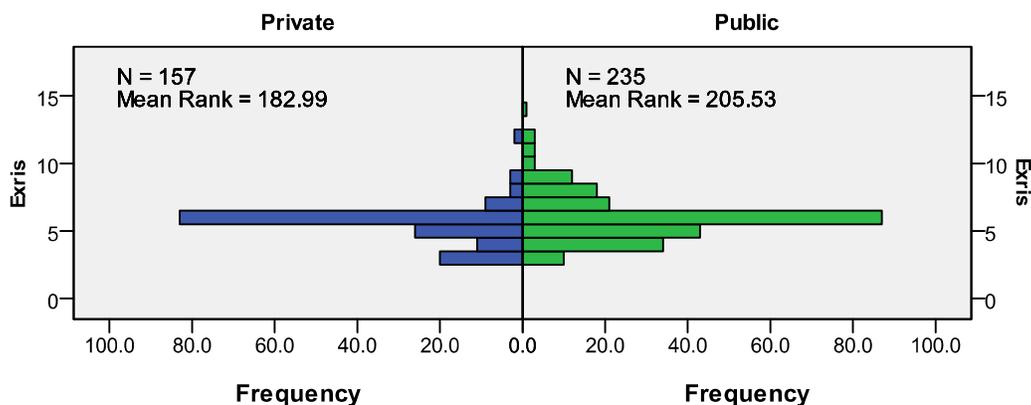
**Table IV: Mann-Whitney test**

		Sector	Mean Rank		
<b>Job Satisfaction</b>		Government	201.92	Mann-Whitney U	17174.000
				Wilcoxon W	29577.000
		Non-Government	188.39	Z	-1.168
				Asymp. Sig. (2-tailed)	.243
<b>Intrinsic Job Satisfaction</b>		Government	196.27	Mann-Whitney U	18393.500
				Wilcoxon W	46123.500
		Non-Government	196.84	Z	-.050
				Asymp. Sig. (2-tailed)	.960
<b>Extrinsic Job Satisfaction</b>		Government	205.53	Mann-Whitney U	16326.000
				Wilcoxon W	28729.000
		Non-Government	182.99	Z	-2.023

Asymp. Sig. (2-tailed)

0.043

Mann-Whitney test showed that there is statistically no significant relationship between job satisfaction of faculty members and sector,  $U = 17174.000$ ,  $z = -1.168$ ,  $p = 0.243$  and intrinsic job satisfaction and sector  $U = 18393.500$ ,  $z = -.050$ ,  $p = 0.960$ . Hence, Hypothesis  $H_{01}$  and  $H_{01a}$  are accepted. However, significant relationship is found between extrinsic job satisfaction of faculty members and sector,  $U = 16326.000$ ,  $z = -2.023$ ,  $p = 0.043$ . Hence, Hypothesis  $H_{01b}$  is rejected.



**Fig. 1: Comparison of Extrinsic Job Satisfaction based on sector**

Figure 1 indicates that faculty members working in non-government sector (mean rank = 182.99) were more satisfied with extrinsic factor of job satisfaction than faculty members working in government sector (mean rank = 205.53).

## 6 Discussion:

The findings showed that there is statistically no significant difference in job satisfaction of faculty members between the faculty members working in public sector and private sector. The outcome is inconsistent with previous research which has found significant difference between public sector and private sector organization in terms of job satisfaction where workers in private practice had higher job satisfaction than those working for an agency or organization (Armentor, J. and Forsyth, C. J., 1995).

The findings showed that there is statistically no significant difference in intrinsic job satisfaction between the faculty members working in public sector and faculty members working in private sector whereas significant differences are found in extrinsic job satisfaction between the faculty members working in public sector and faculty members

working in private sector. The result suggested an interesting fact that faculty working in private sector (Mean Rank = 182.99) were more satisfied than faculty working in public sector (Mean Rank = 205.53). This is may be the faculty working in private sector were more satisfied with the working condition or may have a good relationship with their supervisor. This study considers only educational sector, further this can be extended to other sectors like banking, health, hospitability, etc.

### Reference

- Armentor, J. and Forsyth, C. J., (1995). Determinants of Job Satisfaction among Social Workers. *International Review of Modern Sociology*, Volume 25, Issue 2, 51-63
- Bolin, F., (2007). A Study of Teacher Job Satisfaction and Factors that Influence It. *Chinese Education and Society*, Volume 40, Issue 5, 47-64
- Jonathan, Darroux and Masseur (2013) Perceived Job satisfaction and its impact on Organizational Commitment: An empirical study of public secondary school teachers in Dodoma, Tanzania. *IOSR Journal of Business and Management*. ISSN: 2278-487X, Volume 13, Issue 3
- Kaur, S., Manpreet Kaur, M., Aneet and Midha (2014), Relationship between Job Satisfaction and Organizational Citizenship Behavior: The Mediating Role of Affective and Normative Commitment, *International Journal of Management*. ISSN 0976 – 6502, Volume 5, Issue 7
- Spector, P. E., (1997) *Job Satisfaction: Application, Assessment, Causes, and Consequences*, SAGE Publications, Thousand Oaks, London
- Swaminathan, S. and Jawahar, P. D. (2013), Job Satisfaction as a Predictor of Organizational Citizenship Behavior: An Empirical Study. *Global Journal of Business Research*, Volume 7, Issue 1
- Tahir and Monil (2014), The Influence of Job Satisfaction, Organizational Commitment and Transformational Leadership on Job Performance: A Study on Higher Learning Institutions. *Australian Journal of Basic and Applied Sciences*, Volume 8, Issue 5
- Zainalipour, Fini and Mirkamali (2010), A study of relationship between organizational justice and job satisfaction among teachers in Bandar Abbas middle school. *Procedia Social and Behavioral Sciences*.