

A STUDY OF JOB SATISFACTION AMONG FACULTY MEMBERS WITH REFERENCE TO HERZBERG'S DUAL FACTOR THEORY

Ms. Deval H. Jilariya*

ABSTRACT

Job satisfaction is one of the most widely discussed issues in organisational behaviour. The purpose of this descriptive-correlation study is to describe the amount of variance in faculty member's overall level of job satisfaction with the help of motivation theory explained by Herzberg's job motivator and hygiene factors. As a motivational factor the researcher has taken - Achievement, recognition, responsibility, growth and work itself on the other hand salary, working condition, supervision, policy & administration and interpersonal relations as a hygiene factors. For the fulfilment of objectives; as a sample, the researcher has taken 52 commerce and management college faculty members of Saurashtra region. From the paper had been highlight the main factors which had highly affect the job satisfaction among the faculty members. It had been shown that the faculty were generally satisfied with their jobs. However, female faculty members were less satisfied than male faculty members. The factor "responsibility" was the most motivating aspect for faculty then "work itself" and "salary" respectively. The demographic characteristics were highly related to overall job satisfaction. All of the job motivator and hygiene factors were moderately or substantially related to overall job satisfaction. The researcher has also considered the effect of demographic characteristics on job satisfaction level.

KEYWORDS: Job Satisfaction, Herzberg's Dual Factor Theory, Motivational and Hygiene Factors.

Introduction

The content of the proposal remains a matter of experience and hence its historical role is linked to the beginning of the culture. Nevertheless, its origin in the literature is seen from the excellent work published by Hoppock in the name of job satisfaction. For researchers working in the field of psychology, Hoppock introduces the term dissatisfaction and provides a framework for understanding and analyzing it. As a result, many researches began to be made more quickly by examining and continuing the work of Hoppock. The concept of satisfaction is not only related to the personal mental state of the employee but also to the environment and circumstances in which the employee works, it is accepted as a valuable contributing concept in the field of sociology and management not only in the field of psychology. Thus the concept of satisfaction, is interdisciplinary; And a lot of research based on it in the gospels.

Definitions

According to Hoppock "Job Satisfaction is an outcome of psychological, physiological and environmental forces that cause a person to say truthfully, I am satisfied with my job".

Theories of Job Satisfaction

Different thinkers have presented their own views on how the process of dissatisfaction is expressed through the process of individual satisfaction. But in management literature they are studied by dividing them into four classes. The four schemes are as follows.

* Research Scholar, Bhakta Kavi Narsinh Mehta University, Junagadh, Gujarat, India.
(This paper has been submitted for the National Webinar on "Latest Advancements & Future Trends" organized by K. R. Doshi Group of Colleges, Bhavnagar, which was held on 20th December, 2020.)

Ñ **Comparisons (The Comparison Theory)**

This theory holds that work satisfaction is not the sum of different objective outcomes resulting from a task, but rather that the level of satisfaction is based on the difference between a person's own expectations and the outcome of one's actions. It should be noted here that thinkers like Porter and Morse associate the expectations of the individual with the needs of the individual. This metaphor is also known by some authors as the metaphor of expectancy.

Ñ **The Instrumentality Theory**

This theory demonstrates that - individuals' value satisfaction based on the extent to which their work leads them to useful results. This paradigm assumes that each person has a certain sense of value related to his or her work, such as wages, promotion and the importance of a good work environment. This theory is based on the assumption that individuals when engaging in a new task do not know how much they will be satisfied with the task. He looks at the environment, sees how satisfied or dissatisfied he is with the work of other employees like him and casts his opinion on his satisfaction based on it.

Ñ **The Equity Theory According to Adam**

The proponent of this theory is Adam Smith. Important functions for the individual include salary, social orientation, etc., while the producers include knowledge and skills, experience, time spent on work, etc. According to each person, the same types of harvesters and harvesters may have different values, the individual in his own mind mimics the functions and producers of the work, and as a result the level of satisfaction is marked by the difference between the two. In particular, the individual feels satisfied when he feels he is being judged himself. That is, when the ratio of yield and yield is equal to that of other employees like him. If he feels that this ratio is lower than other employees; So that work - feel dissatisfied. In these circumstances the person is able to lower the yield and / or yield.

Ñ **The Two-Factor Theory**

The origin of this theory lies in the research conducted by Herzberg's dual/ two factor theory which demonstrated that two types of factors are associated with dysfunction. The first type of factors are positive emotions for work that can be called motivating factors or underlying factors of work or satisfaction factors, the second type is known as dissatisfaction factors. These include external factors associated with the work such as the work environment, the work ethic of the organization, its supervision, supervision, wages, etc. Herzberg notes that the absence of dissatisfaction factors in the desired form may lead to dissatisfaction, but its presence does not produce satisfaction. When absence of satisfaction factors does not lead to dissatisfaction, but their presence can give rise to needless satisfaction. Thus it can be seen that no single common definition or theory of methodology has yet been replicated. Since contentment is not a concept that has physical dimensions, it is only a matter of self-realization. Consequently, satisfaction is a complex concept, a feeling of sentimentality. Satisfaction is a state of pleasing sentiment in which the individual will come to understand the importance, completeness or value of his work which is also consistent with the needs of the person. Etiquette expresses the individual's complete enjoyment of his or her work environment. Satisfaction is a dynamic process. So the manager cannot forget it for years by giving it a high satisfaction, but it should be sustained every day, every week, every month or every year.

- **Achievement:** Accomplishment of endeavours including instances wherein failures were incurred. Similarly, instances were included wherein neither success nor failures were incurred.
- **Recognition:** Acts of notice, praise, or blame supplied by one or more superior, peer, colleague, management person, client, and/or the general public.
- **Responsibility:** Satisfaction derived from being given control of personal work or the work of others and/or new job responsibilities.
- **Possibility of Growth:** Whether a change in status was possible, irrespective of the fact that the change could be upward or downward in status.
- **Work Itself:** The actual job performance related to job satisfaction.
- **Salary:** All sequences of events in which compensation plays a major role.
- **Working Condition:** Physical working conditions, facilities, and quality of work as related to job satisfaction.

- **Supervision:** The supervisor's willingness or unwillingness to delegate responsibility and/or willingness to teach subordinates.
- **Policy and Administration:** Events in which some or all aspects of the organization were related to job satisfaction.
- **Interpersonal Relations:** Relationships involving superiors, subordinates, and peers.

Review of Literature

Lodahl (1964) felt that the relationship between job satisfaction and motivation was shallow and conducted a study designed to measure job attitudes on a broad scale by determining the underlying structure and then relate that structure to measurements of the job performed. It was concluded that his study constituted a replication of Herzberg's findings using different methods and a different sample, indicating that there may be generalizability in Herzberg's findings across a wide range of technologies and people (Lodahl, 1964).

Schwab, DeVitt, and Cummings (1971) also conducted a study to examine the link between satisfaction and performance. Schwab et al. (1971) sampled 124 male employees in a public accounting-management consulting firm and found no discernable performance implications due to hygiene and motivation factors. However, their findings did support the categories used by Herzberg as factors impacting satisfaction.

Research Methodology

Objectives

- To understand the dual factor theory.
- To examine the demographic factors of a respondents.
- To highlight the main affecting factors of respondents to their job satisfaction
- To evaluate the relationship of gender with the overall job satisfaction of the respondents
- To evaluate the relationship of marital status with the overall job satisfaction of the respondents.
- To understand the relationship of job satisfaction with the number of years of experience in teaching field.

Scope of the Study

The present research work is micro level study. The scope of the study is based on two criteria as under,

- **Functional Scope**

Functional scope of this study is to examine dual factor explaining job satisfaction among commerce and management faculty members.

- **Geographical Scope**

As per the criteria of geographical area, researcher has taken the respondents Saurashtra region.

Data Collection

This study is based on the primary data derived from the questionnaire of responses of respondents, Google forms questionnaire as well as through mails. To supplement the data, various books, periodicals, journals and different web sites which are related to the job satisfaction have been used for the better reliability.

Selection of Sample

Samples are selected from the whole Saurashtra region; the faculty of commerce and management are the samples of this particular research paper.

Keeping in view the problem and scope of the study, convenience sampling method of choosing respondents were adopted to represent an overall picture of the Saurashtra region. Researcher has taken 52 respondents from various commerce and management college faculty of Saurashtra region.

Data Analysis and Interpretation**Table 1: Classification of Resppondents According to Demographic Factors**

Demographic Variables	No. of Respondents	Percentage %
Gender		
Male	16	30.77
Female	36	69.23
Total	52	100.00
Marital Status		
Married	30	57.69
Unmarried	18	34.62
Other	4	7.69
Total	52	100.00
Age		
Below 25	10	19.23
26 to 35	30	57.69
36 to 45	8	15.38
Above 46	4	7.69
Total	52	100.00
Formal Education		
Master's degree	18	34.62
M.phil	18	34.62
Doctorate	16	30.77
Other	0	0.00
Total	52	100.00
Current Designation		
Visiting Faculty	12	23.08
Assistant Professor	30	57.69
Associate Professor	8	15.38
Professor	2	3.85
Total	52	100.00
Experience		
Less Than 1 Year	16	30.77
1-5 years	22	42.31
5-10 years	10	19.23
More than 10years	4	7.69
Total	52	100.00

Analysis

The above table shows the demographic variable of all respondents. By seeing the table, it is clear that the most of the respondents are female (69.23%) and they are cooperatively double than the male respondents. While talking about marital status; it can be seen that most of the respondents are married with 57.69% of whole sample size and unmarried respondents were almost half of them i.e. 34.62%. I can be seen that the almost respondents are fall within the age limit of 26 to 35 i.e. 30 respondents, secondly the respondent are also below age of 25th and those are 10 in numbers and most of the respondents having formal education up to M.phil and master degree. 30.77% respondents are with doctorate degree. It also can be seen that the most of the faculties are with the designation of assistant professor; i.e. 57.69% and followed by visiting faculty and associate professor, in numbers 23.08, 15.38 respectively. 42.31% respondent has an experience of more than 1 year in teaching field (22 respondents). The respondents have experience of less than one year is 16 in numbers. Also there are respondents having more than 10 years of experience.

Table 2: Classification of Resppondents According to Rank

Factors	Weighted				Weighted Total	Weighted Average	Rank
Achievement	80	120	64	12	276	27.6	10
Recognition	176	102	40	6	324	32.4	4
Work it self	200	102	36	4	342	34.2	2
Responsibility	168	168	40	0	376	37.6	1
Growth	120	144	44	4	312	31.2	6
Policy	32	204	48	4	288	28.8	9
Supervision	80	180	40	4	304	30.4	7
Salary	216	87	30	6	339	33.9	3
Interpersonal Relations	144	132	28	10	314	31.4	5
Working Condition	96	150	48	6	300	30	8

Analysis

Here researcher has done the weighted average method to calculate or give rank to the most affecting factor of job satisfaction. While doing analysis of above table, it is clear that the responsibility at work place plays a most important role in job satisfaction of an employee. Most of the respondent gives the more importance to responsibility given at work place for job satisfaction. 37.6% respondents feel that the responsibility for his/her work will give them a satisfaction for their jobs. Respectively, work itself and salary also plays important role in getting job satisfaction. 34.2 And 33.9% respondents accept that the work itself motivates the employee to do well and also salary significantly affects the satisfaction level of an employee. Recognition stands at fourth rank and fifth rank has been given to the relationship of an employee with their colleague and supervisors. 31.2% respondents feels that the personal growth of an employee will also plays an important role to motivate the person, if they get chances to develop their own carrier they will motivate. Supervision and working condition got the 7th and 8th rank respectively, while administrative policy and achievement at work place get comparatively less importance from the respondents.

Table 3: Classification of Resppondents According togender Affect the Level of Job Satisfaction

Variables	No. Of Respondents	Job Satisfaction Percentage
Male	16	32.5
Female	36	20.22222

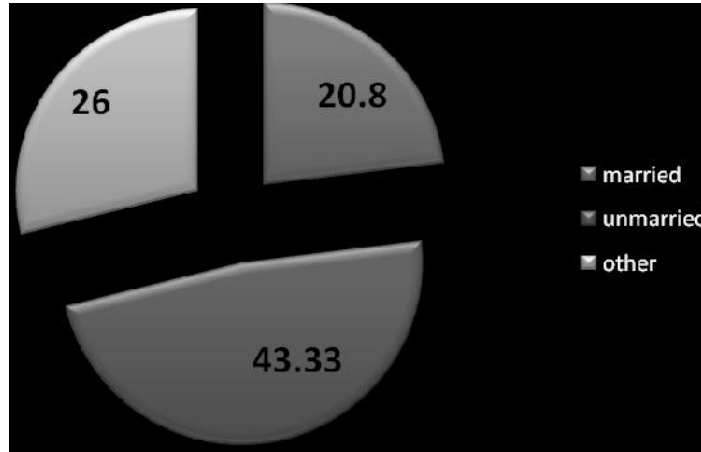


Analysis

Above table shows the classification of respondents according to gender, how affect the level of job satisfaction? By seeing the above table, it is clear that the most of the male respondents are satisfied with their job. 32.5% out of 16 male respondents are agreed that they are satisfied or happy with their job as well as all condition of work. On the other side female are less satisfied with their job compare to male respondents.

Table 4: Clasification of Resppondents According to Marital Status Affect the Level of Job Satisfction

Variables	No. Of Respondents	Job satisfaction Percentage
Married	30	20.80
Unmarried	18	43.33
Other	4	26

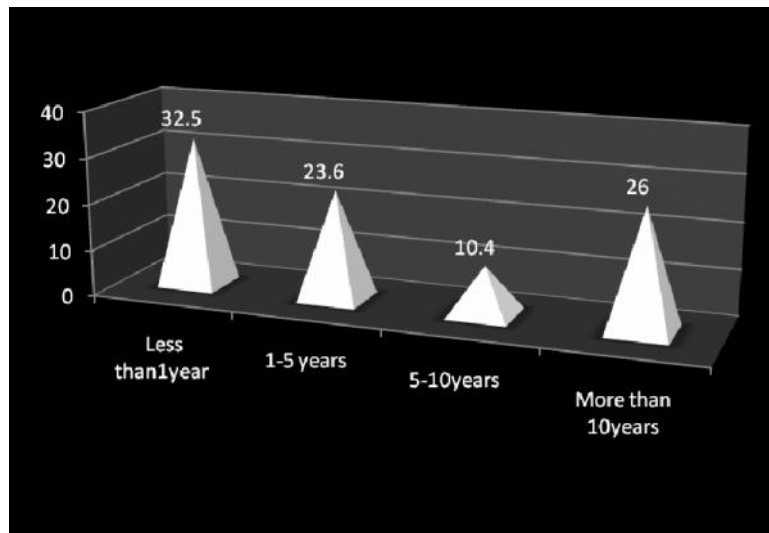


Analysis

Above table shows the classification of respondents according to marital status, how affect the level of job satisfaction? By seeing the above table, it is clear that the most of the unmarried respondents are satisfied with their job and working environment. It can be seen that they are 43.33% out of total 18 unmarried respondents. Out of 30 married respondents, only 20.8% respondents are happy with their job and it is very less.

Table 5: Clasification of Resppondents According to Experience Affect the Level of Job Satisfction

Variables	No. of Respondents	Job Satisfaction Percentage
Less than1year	16	32.5
1-5 years	22	23.63636
5-10years	10	10.4
More than 10years	4	26



Analysis

Above table shows the classification of respondents according to experience of teaching, how affect the level of job satisfaction? By seeing the above table, it is clear that the most of the respondents who have experience of teaching and are satisfied with their job are fall in category of experience of less than 1 year i.e. 32.5% out of total 16 respondents. Further experience of more than 10 years, respondents are satisfied with their job.

Major Findings and Conclusion

- It can be said that responsibility plays an important role for having feeling of job satisfaction followed by work itself and salary.
- By analysing the data it can be conclude that the most of the male respondents were happy and satisfied with their job with compare to female respondents.
- Most of the unmarried respondents are satisfied with their job and married respondents are less in numbers.
- The respondents who have a teaching experience with less than 1 year are more satisfied with compare to other experienced respondents then experience of more than 10 years and experience between 1 to 5 years respectively.
- Overall, it can be concluded that though other variables are affect the job satisfaction, most of the respondents are satisfied with their job.

Limitations of the Study

- The research work covers Saurashtra Region only.
- Some of respondent may not have response honestly to some of the questions.
- It may be personal view differ from others.

Future Scope of the Study

- The present paper is entirely emphasized only on faculty of commerce and management of Saurashtra Region similar study can also undertake for other group of respondents.
- The same research can enrich by using the extended parametric tests or statistical tools.
- The study is based on the limited size only. So the same may be extended by taking more cities or more respondents.

References

- Christina M. Stello (2015) Herzberg's Two-Factor Theory of Job Satisfaction: An Integrative Literature Review, University of Minnesota.
- Jaime X. Castillo, Extension Specialist (2018) FACTORS EXPLAINING JOB SATISFACTION AMONG FACULTY, New Mexico State University.
- Kothari, C. R. (2013). Research Methodology (methods and techniques). Delhi: New age International publishers.
- Suresh R. Savani(2017) A Study ON Job Satisfaction: With Specialreference To The Teachers Of Affiliated Colleges OF Bhavnagar University, Bhavnagar University.
- https://en.wikipedia.org/wiki/Job_satisfaction
- https://en.wikipedia.org/wiki/Two-factor_theory.

