

SUMMARY

The present study is concerned with the significance of human resources, which constitute the main asset of an organization. It is being increasingly realized by the organizations that without giving special attention to their human resources, their goals and objectives cannot be achieved. It is because of the increasing importance of human resources that the traditional branch of personnel management is being preferred to be labeled and upgraded as 'Human Resource Management' (HRM). It signifies a systematic study focused on the policies, systems and practices that affect the welfare of employees and achievement of organizational goals. It is aimed at assessing an organization's human resource needs, establishing human resource policies and procedures consistent with the overall organizational strategy and utilizing human capabilities.

A university is a community of human beings such as students, teachers and employees, so its achievement depends upon the calibre, zeal and effectiveness of all of these three which form its input, processor and output. Although students and teachers are considered to be the dominating part of the university community yet employees' contribution can not be ignored. The non-teaching staff act as a supporting agent between the teaching segment and student's community. The plans and policies as framed by the governing bodies of universities are implemented mainly through the non-teaching staff. Due to this fact the achievement of a university is influenced by their effectiveness and job satisfaction level. Considering the importance of employees, various aspects of HRM have been discussed briefly in the study, out of which job satisfaction of the employees is deemed as one of the most valuable factor for the performance and effectiveness of the organization. The employees in an organization always have certain needs and their job is instrumental towards fulfilling these needs. The interactions between the two determine the employees' feeling towards the job and also influence the job behaviour. The employees and employer both are concerned with the job satisfaction.

Basically job satisfaction is a psychological satisfaction, which an employee derives by performing his/her job. What makes a job satisfying or dissatisfying for him does not depend only on the nature of the job, but also on the expectations that he has of what his job should provide. If these expectations are fulfilled properly he will be satisfied with the outcome or job performance. How well outcomes meet or exceed expectations often determines his job satisfaction level which generally motivates him for performing his job efficiently. Job satisfaction refers to one's feeling toward one's job. It can only be inferred and not seen. While performing his job, the employee is influenced by various factors such as wages, supervision, security and growth, freedom of expression, institutional policy and administration, working conditions, opportunities for advancement, recognition of merit, fair evaluation of work, social relations at the job, prompt settlement of grievances, fair treatment by employer and other similar factors. Even the socio-economic characteristics such as his age, education, family background, job experience, family income, family obligations, parents' occupation and marital status etc. need be considered to analyze the effect on job satisfaction.

In short it can be said that job satisfaction is a complex phenomenon, a resultant of various attitudes and feelings in various areas such as job factors and socio-economic characteristics, within and outside the job.

Significance of the Study

The review of existing literature covering different aspects of job satisfaction indicates that many researchers have focused on the factors contributing to job satisfaction as well as job dissatisfaction. Some researches have also been conducted to study the significance of job satisfaction in the promotion of employees' welfare and fulfillment of organizational goals. A few more have focused on the consequences of ignoring the importance of job satisfaction among employees.

Most of these studies have focused on the job satisfaction among the employees of industrial and commercial organizations. It has been observed from the available sources that job satisfaction among the non-teaching employees of educational institutions has not attracted the attention of researchers. As stated earlier, educational institutions are

gaining more and more importance in the new socio-economic order brought in by the changes occurring due to globalization, privatization and liberalization. This makes it significant to undertake a comprehensive study to examine the unexplored areas of job satisfaction among the non teaching employees. While a number of studies on the subject have been conducted in various private organizations, there is hardly any study undertaken in the case of state run universities and that too focusing on the non teaching staff which actually run administration of these universities.

It is perceived that the study would be making a humble contribution to the existing literature on the subject and it will also be helpful to the future researchers in the current and related areas. It is also perceived that the findings of the study would help the management of universities towards formulating appropriate policies to improve their work culture, enhance productivity, ensure job satisfaction among the employees and fulfill organizational goals with the active/willing support of their employees. High job satisfaction may lead to improved efficiency and effectiveness, improved attendance, less job stress and thus a conducive environment.

Focus of the Study

The present study has been endeavoured to achieve various objectives, such as study of organizational structure, personnel aspects, examining and making comparison of job satisfaction level of employees of both the universities. The relationship between various job factors and socio-personal characteristics of respondents with job satisfaction has also been explored. The contributions of main determinants of job satisfaction were analyzed through multivariate analysis and suitable suggestions for improving the job satisfaction have also been offered.

To achieve the above objectives, the following independent variables influencing job satisfaction have been used in the study:

- (A) Job factors
- (B) Socio-economic factors

Job factors are of two types which are motivation and hygiene;

Motivation factors include achievement, accepting responsibility, advancement, recognition, rewards, promotion, freedom of expression and work itself whereas hygiene factors include institutional policy and administration, salary and wages, supervision, security & growth, inter-personal relation and working environment.

Socio-economic variables consist of education, background, service experience, working distance from living place, marital status, parental occupation, family income, family obligation, category, stress, computer education, age and sex etc.

The study of above variables on the job satisfaction has been carried out by adopting the following research methodology.

Questionnaire technique and interview schedule has been applied to study the job satisfaction/dissatisfaction of non-teaching employees of the universities in the present study in the context of Herzberg's dual factor theory. In order to collect the primary data as per objective of the study, a questionnaire was specially developed by the researcher so that all the possible information may be collected to ascertain the real feelings of the respondents. The developed questionnaire was administered and interviews held among the non-teaching employees of A and B categories of Panjab University and Kurukshetra University to collect the primary data. The sample consisted of 400 employees drawn from both the universities (i.e. 200 from each university), being about 13 to 15% of the universe and it was randomly selected. After collection, editing and coding of the data, the various statistical techniques such as percentages, mean, standard deviation, Chi Square Test, Pearson Correlation, multiple regression and factor analysis were used to analyze the data.

Limitations of the Study

The present study has following limitations.

- ❖ The present study has been conducted only in respect of non-teaching employees. The study has not covered the teaching community.
- ❖ The study has been conducted with the help of expressed opinions of the respondents captured through the structured questionnaire. Therefore exhibited opinion has been neglected.

- ❖ Maximum care has been taken by the investigator to maintain the objectivity in getting responses, but the element of bias in the responses cannot be completely ruled out.
- ❖ Some of respondents may have faced the difficulty in truly understanding a few technical terms used in the questionnaire. Hence the possibility of minor error in responses can not be ruled out.
- ❖ Some of respondents might have avoided in giving the true response to the questions due to the fear of management or other reasons.
- ❖ There is some time gap between the collection of data and presentation of the report.
- ❖ The study was limited in its scope by covering the concept of job satisfaction of non-teaching employees with socio-personal characteristics and various job factors. Few more angles such as personal attitude, job adjustment, job performance and job attraction were not within the scope of study.

The main findings

Organizational structure of the university shows interdependence and interrelationship among various offices/departments of the university organization. Senate/Court, Syndicate/Executive Council, Academic Council and finance board perform the role as the central authorities. The following observations were made during the study of organization structure of both the universities.

- ❖ In comparison to Kurukshetra University (established in January 1956), Panjab University is quite old (established in 1882 at Lahore). In terms of physical areas Panjab University is spread over an area of 550 acres as compared to Kurukshetra University which extends to an area of 440 acres.
- ❖ Both the universities are corporate bodies and have nearly identical objectives and systems.
- ❖ The Vice-President of India is the Chancellor of P.U. whereas the Governor of Haryana is the Chancellor of K.U.

- ❖ The Vice-Chancellor of P.U. is appointed by the Vice-President of India, whereas the Governor of Haryana appoints the Vice-Chancellor of K.U.
- ❖ The supreme authority of P.U. is vested in Senate, whereas in the case of K.U., Court is the supreme authority.
- ❖ The Chief Executive body of P.U. is Syndicate whereas it is the Executive Council, which controls the functioning of K.U.
- ❖ The compositions of Senate and Court, Syndicate and Executive Council are also different.
- ❖ There are 91 members in Senate whereas in Court the strength is restricted to 84.
- ❖ The chancellor nominated members are more in P.U. than K.U. In the case of P.U., the chancellor nominates 36 members whereas the strength of nominated members in case of K.U. is 15.
- ❖ In P.U. Syndicate has 19 members, but in K. U. Executive Council has 20 members.
- ❖ The P.U. caters to the needs of not only Punjab but also of other states as compared to K.U. which is generally meeting the regional needs.
- ❖ The organizational structure of P.U. is under the joint control of Centre and State (Punjab Government) whereas organizational structure of K.U. is under the exclusive control of Haryana Government. The Panjab University gets its grants from the centre and Punjab state in the ratio of 60:40, but in case of Kurukshetra University main grants are given by Haryana Government.
- ❖ Registrar is the incharge of administration in both the universities.

Following observations came to the fore while studying the personnel aspects such as recruitment, reward, performance through annual confidential report, training and development, wage administration and employees' services and other benefits of non-teaching employees of P.U. and K.U.

- ❖ The promotional aspect of the employees is better in P.U. in comparison to K.U.
- ❖ There are monetary incentives (i.e. increment) in case of educational enhancement in P.U. whereas there is no such motivation available for educational enhancement of Non-teaching staff in K.U.

- ❖ P.U. has started a reward policy for the employees (i.e. by rewarding the employees on 26th January and 15th August) whereas no such provision of reward has been made in the Kurukshetra University.
- ❖ The salary aspect of P.U.'s employees is better than K.U.'s employees. Technical and clerical staff of P.U. is getting higher salary than K.U. staff.
- ❖ There is a carrier progression scheme for P.U.'s employees, whereas there is no such scheme for K.U. employees.
- ❖ Pension scheme for employees is better in K.U. as compared to P.U.
- ❖ Leave regulation is more flexible in P.U. than K.U.
- ❖ While P.U. runs a regular to and fro transport facility for its staff, no such facility is available to the employees of K.U.
- ❖ Selected personnel aspects such as reward and penalty system, promotion system, salary and fringe benefits, security and growth and personality development through training activity have significant effect on the job satisfaction level of the non-teaching employees in both the universities.

The analysis of various socio-economic determinants on the job satisfaction inferred the following major points:

- ❖ There is a positive relationship between the age of respondent and job satisfaction, as the age of respondent increases, the mean of the job satisfaction also increases. Chi-square test also favoured the significant effect of age on job satisfaction at 5% level.
- ❖ It has been observed that there is no direct relationship between educational level of respondent and job satisfaction. Although the mean job satisfaction of the respondents having qualification above graduate and post graduate level is less than below graduate level but mean job satisfaction of the respondents having qualification up to 10+2 is less than the respondent having qualification above 10+2 but up to the level of graduate. The value of Chi-square test is insignificant indicating that there is no significant effect of educational level on job satisfaction of the respondent.

- ❖ There is a positive relationship between work experience of the respondent and job satisfaction, as the respondent gains experience in the job, his mean of job satisfaction also increases. The value of Chi-square test is insignificant indicating that there is no significant effect of the experience on job satisfaction of the respondent
- ❖ The respondents of urban background have lower mean job satisfaction in comparison to the respondents of rural background. The Chi-square analysis indicates that there is no significant effect of the background of respondents on their job satisfaction.
- ❖ The unmarried respondents have lower mean job satisfaction in comparison to married, divorced and widower respondents. The value of Chi-square test is insignificant indicating that there is no significant effect of the marital status of the respondents on job satisfaction.
- ❖ The respondents, whose father do the work of labour or similar minimal work have low mean job satisfaction in comparison to the respondent of other categories. Further it is also observed that the respondent, whose father have service occupation also have low mean job satisfaction as compared to the respondent having farming and business parental background. Chi-square test also favoured the significant effect of father's occupation on job satisfaction of respondent at 5% level.
- ❖ The salary income of the respondents has no direct relation with job satisfaction. The respondents having salary income between Rs 2 lakh to 3 lakh have higher mean job satisfaction than other two categories (i. e. < Rs 2 lakh and > 3 Rs lakh). The respondents having salary income lower than Rs 2 lakh have lowest mean job satisfaction than all other categories. However the value of Chi-square analysis indicates that there is no significant effect of the salary income of the respondents on job satisfaction.
- ❖ There is a positive relationship between additional income and job satisfaction. The respondents who have also income from other sources have higher mean job satisfaction than respondents not having incomes from other sources. However

- the value of Chi-square test is insignificant indicating that there is no significant effect of the income from other sources of respondents on job satisfaction.
- ❖ There is a positive relationship between family dependents of the respondent and job satisfaction. The respondents having more family dependents (i.e. > than 4 members) have low mean job satisfaction. Chi-square test also confirms the same thing at 5% level that if the respondents have more family dependents then their job satisfaction level is lower than respondents having less family dependents (i.e. up to four members).
 - ❖ Under obligations of family, the housing obligation has direct relationship with job satisfaction; the respondents having their own houses have high mean job satisfaction in comparison to the respondents not having their own houses. Marriage and educational obligations have not direct relationship with job satisfaction. In all the categories of family obligations, the value of Chi-square test is insignificant indicating that there is no significant effect of family obligations of respondents on job satisfaction.
 - ❖ The respondents, who have some knowledge about computer working, have higher mean job satisfaction than the respondents not having computer knowledge. The value of Chi-square test does not favour the result.
 - ❖ There is no positive relationship between stress and job satisfaction. The t-ratio between the means of stress in both the universities is also insignificant indicating that there is no difference on the basis of stress among employees in both the universities.
 - ❖ It is evident from the above results that personal and social characteristics largely influence job satisfaction level of the employees, as there is direct or indirect relation between the socio-economic variables and job satisfaction.

While analyzing the effect of job factors on job satisfaction in the study, job satisfaction of the respondents has been measured through summation approach by applying Likert scale and other statistical tools. The respondents in the study have been divided into three categories on the basis of their job satisfaction level (i.e. low job satisfaction level, medium job satisfaction level and high job satisfaction level). The influence/relationship

of job factors with dependent variables (i.e. job satisfaction) has also been calculated through Pearson correlation method. The major findings in this regards are as follow:

- ❖ There is no significant difference in the means of overall job satisfaction level of both the universities. Most of the non-teaching employees in both the universities are satisfied. In P.U. 80.9% employees fall under high job satisfaction category whereas in K.U. employees having high job satisfaction are 87.9%. Medium satisfied employees in P.U. are 18.3% and employees having low job satisfaction are 0.8%. But in K.U. 12.1% employees are medium satisfied and there is no employee under low job satisfaction.
- ❖ The employees of administrative category are more satisfied in comparison to technical staff. The administrative staff under high job satisfaction is 89%, whereas in the category of technical staff, the percentage of employees under high job satisfaction is 74.1%. The overall mean job satisfaction score of administrative staff is 103.47, whereas in case of technical staff; the value of overall mean job satisfaction score is 100.01, which is significant at 5% level, as the value of t test is 2.246. The value of chi-square is also significant at 1% level. The calculated value of chi-square is more than table value.
- ❖ The class A category of the employees of the universities is more satisfied than class B category. The percentage of employees of high job satisfaction level is more in A category (88.1%) than B category (83.3%). The overall mean job satisfaction score of A category (104.88) is also more than B category employees (101.69). Although the value of t test is -1.865 but that is not significant at 5% level.
- ❖ The value of chi-square between male and female categories of employees is insignificant indicating that there is no difference between the job satisfaction level of male and female employees.
- ❖ There is not much variation in job satisfaction level among the employees of P.U. and K.U. The results indicate that average job satisfaction level of the employees

in P.U. is 3.943, but in K.U. it is 3.934, whereas overall mean job satisfaction score of the employees in P.U. and K.U. is 102.527 and 102.288. There is no significant difference between above values as the value of t- ratio is .868 (2-tailed), which is not significant. Therefore, there is no significant difference in job satisfaction level of employees in both the universities. In the case of motivational and hygiene factors total mean score in P.U. is 103.549 and 138.313 but in K.U. total mean score is 105.038 and 140.242. The t-ratios of motivational and hygiene factors in both universities are 1.017 and .939, which is not significant. Therefore both the universities have no difference in respect of above job factors.

- ❖ Relationship of job factors with job satisfaction: Results of correlation coefficient revealed that most of the motivation and hygiene factors are significant at 1% level. The value of correlation coefficient of significant job variables is shown in parenthesis i.e. achievement (P.U.= .242** and K.U.= .241**), accepting responsibility (K.U.= .338**), advancement (K.U.= .247**), recognition, rewards, and promotion (P.U.= .481** and K.U.= .378**) freedom of expression (P.U.= .354** and K.U.= .438**), work itself (P.U.= .655** and K.U.= .504**) institutional Policy and administration (P.U.= .580** and K.U.= .471**), (a) adequacy of salary and wages (P.U.= .442** and K.U.= .453**) (b) fringe benefits (P.U.= .277** and K.U.= .376**), supervision (P.U.=.494** and K.U.= .503**), Security and growth (P.U.= .540** and K.U.= .465**), personal life and relation with peers (P.U.= .552** and K.U.= .529**), working conditions and environment (P.U.= .530** and K.U.= .421**). The results reveal that there is a positive relationship between hygiene factors, motivation factors and job satisfaction level of the employees.

** Correlation is significant at 1% level (2-tailed)

*Correlation is significant at 5% level (2-tailed)

- ❖ During the course of study some more significant observations were made, the reference of which is not out of place.

- a) Most of the respondents felt that joining the university organization covered only the basic needs of life such as food, cloth and shelter and to secure their life (i.e. Physiological needs and Security needs).
- b) Respondents in the range of 26% to 40% found no elements of interest in their job; indicating the feeling that their job is not challenging and creative.
- c) Respondents in the range of 57% to 62% informed that there are no shortcomings of the institution in both universities.
- d) Merit based promotion system is more favoured in P.U. in comparison to K.U. respondents.
- e) There is no proper rewards system (i.e. monetary and non monetary) in both the universities to increase the performance of the organization. The respondent felt that some sort of reward system may be developed in order to encourage the hard worker to bring about overall improvement in the work quality.
- f) There is no proper system of recognition of work aspect in both the universities. There is no system of issuing appreciation letter, incremental benefits or promotional benefits for a genuine performer. Respondents have only feelings of recognition of work in the form of good remarks in annual confidential report or verbal encouragement. Feeling of recognition is more seen in K.U. (59%) in comparison to P.U. (30%). At the same time 22% to 25% respondents in both organizations feel that the lack of recognition of work is due to the poor administrative competence at higher level.
- g) Respondents in the range of 40% to 50% reported heavy workload in examination branches especially during examination days.
- h) Employees want participation in the matter relating to their office work and favour at least one of their nominee should be a part of the high decision-making bodies of the universities.
- i) The most of the respondents feel that present system of working can be improved by 100% computerization of university work and improving work culture. The computerization process increases the efficiency, accuracy, and accountability and decreases the workload. Secondly it is also felt by them

that there is some lack of responsibility among employees towards completion of work. Therefore coordination and communication between various branches dealing with administrative and academic work should be improved to the maximum extent. Positive thinking should be developed among employees to create better working environment and achieve organizational objectives.

- j) Respondents in the range of 80% to 90% in both the universities feel that there is a need for administrative training/work related training in the administrative office due to increasing of diversified nature of work. There is also a need for technology-oriented training in science departments due to advancement of the sophisticated technology. Most of the employees feel that computer training should be given to the maximum staff of the university. Some employees are also in the favour of creation of a training cell where regular programme should be organized to disseminate knowledge of accounts, examination system and other relevant processes.
- k) The respondents opined that clerks and lab attendants/technicians form the entry level of non-teaching administrative and technical staff. Therefore efficient and qualified candidates from these categories should be selected at the time of recruitment itself to avoid administrative problems at later stage. The respondents are of the opinion that political influence of the State Government should be minimized during recruitment to hire qualified candidates. The strength of regular staff are decreasing day by day as the contract system of hiring the employees is taking place due to Government ban and workload is increasing. This system is not good for the growth of the university.
- l) Respondents expressed that Job rotation/transfer policy of employees should be improved to the maximum extent in both universities.
- m) The views of the respondents express that welfare facilities such as housing and health also have wide scope for improvement.

The contribution of the job factors to job satisfaction is outlined by applying multivariate analysis techniques i.e. regression and factor analysis. These techniques involve studying the relationship and degree of association among several variables (i.e. to provide the broad support to test the hypothesis). The main findings of analysis are.

- 1) **On the basis of multiple regression analysis**, it has been concluded that job and socio-personal factors such as work itself, recognition, rewards and promotion, institutional policy and administration, achievement, father's occupation and adequacy of salary and wages are the key variables of job satisfaction in P.U. and variation explained by these variables in job satisfaction is 62.2%, whereas in K.U. personal relation with peers, freedom of expression, working conditions and environment, recognition, reward and promotion, supervision, job experience, accepting responsibility, supervision and adequacy of salary and wages are the main determinants of the job satisfaction and they explain 60.1% variation in job satisfaction. Therefore out of the two types of the variables (i.e. personal and organizational variables), organizational variables contribute much more in the job satisfaction of the non-teaching employees of both universities and socio-personal variables contributes less towards job satisfaction. This means, feeling of the employee towards one's organization is the main cause of satisfaction or dissatisfaction as compared to his background or personal factors. Work itself has emerged as a significant variable in P.U. Personal life and relations with peers has emerged as significant variable in K.U.
- 2) **On the basis of factor analysis**, it has been concluded that nine factors taken together in P.U. explain 68.56% variation in the job satisfaction level of the selected sample of the employees, whereas in case of K.U. ten factors collectively explain 70.74% variation. Further results reveal that specific constellation of variables do exist. In P.U. factor 1 is named as Job factor as all the variables are organizational and belong to job, whereas in K.U. factor1 is named as Hygiene factor being significant and positive loading of hygiene variables. Factor 2 and 3 in the case of P.U. are named as Socio-economic and Hygiene factor where as in

the case of K.U. these factors are recognized in form of Mix factor and Socio-personal factor. Other factors are identified as socio-economic, personal, socio-personal and mix factors in both universities, leading to the inference that job satisfaction constellates with hygiene, motivational and socio-personal variables.

Analysis of the Hypotheses:

Hypotheses of the Study: - Hypotheses are the tentative assumptions relating to the chosen research problem and the investigator has developed various hypotheses in the light of research objectives. For the study, following hypotheses were formulated and analyzed to measure the relationship among various study variables.

Hypothesis No.1: Organizational structure does not affect the level of job satisfaction of the employees.

The organizational structure of both the universities is nearly the same. In the present set up, it is observed that the Vice-Chancellor and the Registrar basically control the administrative part of the organization. Therefore employees may be in any branch/department or transferred to interrelated branches, they are under the control of main authority, which is same for each head. The behaviour of the controlling officer affects the level of job satisfaction. The structural part of organization affects the job satisfaction. Even the functional parts of the organizational structure such as responsibility, coordination, communication, supervision and participation in decision-making process etc. have correlation with the job satisfaction as shown in table no 2.1 in chapter no. two (i.e. correlation coefficient value at 1% level is .650 **, which is significant). Therefore the job assigned to the employees during working set up is affected. From the study of multivariate analysis it is evident that organizational factors are more responsible to affect the job satisfaction in comparison to personal factors. Therefore the organizational structure does affect the level of job satisfaction and our above hypothesis is rejected.

Hypothesis No.2: Personnel policies of the organization affect the level of job satisfaction of the employees.

To analyze the effect of personnel policies on the job satisfaction, few aspects of the personnel policies such as rewards and penalty system, promotion system, salary and fringe benefits, security system, growth and personality development through training activity were selected. Their correlation with job satisfaction was calculated and has been tabulated in the table no. 3.2 in chapter number three. From the table it is evident that value of the correlation coefficient of the personnel policies on the job satisfaction is .566(**), which is significant at 1% level. Therefore personnel policies of the organization affect the job satisfaction level of the employees. In regression and factor analysis it is also observed that job factors have shown more variation towards affecting job satisfaction in comparison to personal factors. Therefore our hypothesis is accepted.

Hypothesis No.3: Majority of employees in P.U. and K.U are not satisfied with their job.

Our findings on the basis of data analysis show that 80.9% employees in P.U. and 87.9% employees in K.U. are under high job satisfaction level, whereas 18.3% employees in P.U. and 12.1% employees in K.U. are satisfied at medium level. There are no employees under the category of low job satisfaction level in K.U. but 0.8% in P.U. Therefore our above hypothesis is rejected.

Hypothesis No.4: There is not much variation in the job satisfaction level among employees of P.U. and K.U.

The results of the study show that average job satisfaction level of the employees in P.U. is 3.943, but in K.U. it is 3.934, where as overall mean job satisfaction score in P.U. and K.U. is 102.527 and 102.288 respectively. There is no significant difference between these values, even value of t- ratio is also insignificant {i.e. .868, (2-tailed)}. Therefore variation in job satisfaction level among employees does not exist in both the universities. On motivational and hygiene front total mean score in P.U. is 103.549 and 138.313 and in the case of K.U. total mean score is 105.038 and 140.242. The t-ratio on motivation and hygiene factors of the employees in both universities are 1.017 and .939, which are not significant. Therefore employees of both the universities do not have significant variation on the above job factors. Therefore our hypothesis is accepted.

Hypotheses No.5: Personal and social characteristics largely influence the job satisfaction level of the employees.

The investigator has analyzed the effect of 15 socio-economic variables on the job satisfaction by applying mean, standard deviation and chi-square in chapter four vide table no.4.17 to 4.30. Most of the socio-economic variable such as age, education, experience, background, father's occupation, income from others sources, family dependants and housing obligation have direct or indirect impact on the job satisfaction level. By Chi-square analysis it is observed that age, father's occupation and family dependents have significant effect on job satisfaction at 5% level. Through multivariate analysis it is found that Job experience and father's occupation have explained the variation on job satisfaction. Therefore our hypothesis is accepted, as there is direct or indirect relationship between all the socio-personal variables and job satisfaction.

Hypothesis No.6: There is a positive relationship between motivation factors and job satisfaction of the employees.

The results as shown in table no. 5.7 express that various motivation factors such as achievement, responsibility, advancement, recognition, rewards, promotion, freedom of expression and work have positive correlation with job satisfaction at I% level (two-tailed) as calculated by Pearson Correlation method. Secondly motivation factors also explained the variation on job satisfaction as analyzed though multivariate techniques vide table no.6.1 to 6.12. Therefore our hypothesis is accepted.

Hypotheses No.7: There is a positive relationship between hygiene factors and job satisfaction of the employees.

The findings of our study as shown in table no.5.8 indicate that various hygiene variables such as institutional policy and administration, salary and wages, supervision, security and growth, personal life and relations with peers, working conditions and environment have positive correlation/relationship at 1% level (2-tailed) in both the universities as measured through Pearson Correlation (2- tailed test). Secondly hygiene factors also explained the variation on job satisfaction as evident though multivariate techniques vide table no.6.1 to 6.12. Therefore our above hypothesis is accepted.

Conclusion and Suggestions

Job satisfaction of an employee indicates the extent to which he/she likes/dislikes his/her work, as it also reflects the pleasure or displeasure he or she draws. It further represents the mean of the job requirements and the employee's expectations. It expresses the extent of match between employee's expectations from the job and the rewards that job provides. Ultimately it is the general attitude resulting from various attitudes combined of extrinsic, intrinsic job factors and socio-economic factors. The satisfied humans are counted as most important and growing assets of the organization, whereas dissatisfied people are termed as liabilities. The organization has to pay for these liabilities (dissatisfied employees) in the form of low performance and low attendance. From the main findings of the study, it is summarized that majority of the employees in both the universities are highly satisfied with their job and no significant difference exist among the employees of both the university. Although administrative staff is more satisfied as compared to technical staff and the employees of category A are more satisfied than category B employees, but most of the job factors i.e. motivation and hygiene and some socio-personal factors have significant relationship with job satisfaction level of the employees of both universities. Further from the multivariate analysis it is inferred that job and socio-economic variables explained the significant variation towards job satisfaction and constellation exist among the motivation, hygiene and socio-economic variables. Even the organizational structure and personnel policies of the universities have some effect on the job satisfaction level of the non-teaching employees. During the course of the study it was observed that recruitment system of both the universities is politically influenced and its visible influence is more prominent in K.U. There is no proportionate growth in the strength of the staff vis-à-vis the growth and development of the university in term of increase in the number of academic programmes and increase in the students' enrolment. Overburdened staff of the examination branches of both the universities reiterate the fact that contract/daily wages employees are carrying on substantial administrative work in both the universities. The contract staff not only lacks organizational belongingness, it is inexperienced, susceptible to irresponsible decisions and prone to committing frequent mistakes. Consequently inefficiency is slowly becoming an acceptable norm in functioning of the universities. There are neither

induction programme nor on the job training programmes for the employees to increase the efficiency and effectiveness of the university organization. Significant motivational factors such as reward, recognition of work to increase the individual and organizational performance are totally missing in both the universities. As per university employees are to be promoted on seniority cum merit basis, but the study reveals that almost all the promotion are made only on the seniority basis in both the universities. Therefore there is a lack of encouragement for merit, innovation and excellence. There is no feedback of the annual confidential report through which the performance of the employees could be analyzed and improved.

To enhance job satisfaction and improve overall performance of the employees in both the universities, following suggestions have come out in the light of present findings.

- ❖ Major causes of dissatisfaction as perceived by the respondents through study are organizational factors as well as personal factors such as work itself, personal relation with peers, freedom of expression, recognition, rewards and promotion, institutional policy and administration, working conditions and environment, security and growth and father's occupation, age, family dependents etc. in both the universities. The authorities should take steps to improve the organizational variables by amending the policies of the institution up to the optimum extent to reduce dissatisfaction among the employees.
- ❖ For reducing the excessive workload and stress especially in examination work, it is suggested that present job and working be redesigned to increase the enthusiasm and efficiency amongst the staff towards efficient completion of work. Computerization to optimum extent can be introduced in this respect.
- ❖ Work related training for the administrative employees, technology oriented training for technical staff and computer training for all employees be introduced for increasing the performance of the organization.

- ❖ Recruitment of efficient and qualified candidates should be done by avoiding political influence to optimum extent in both the universities to decrease the workload and stress among employees. However it is strongly felt that there is an urgent need to strengthen the recruitment system
- ❖ The senior officers be given personnel management training for better supervision of the employees.
- ❖ Distribution of work, reward and promotion policy must be fair and just.
- ❖ In addition to the formal reward system, non-monetary rewards and appreciation letter for better performance should be introduced.
- ❖ There is a strong need of delegation of authority and responsibility at the middle level. The brain of higher level authority should be utilized for academic development and high-level decision-making. Delegation of authority can provide increased job satisfaction to the employees.
- ❖ The system of recognition of work should be developed in both the universities. The work of the employees should be recognized at each level and proper rewards system be introduced to increase the level of job satisfaction and for optimum performance of the organization.
- ❖ The concept of job rotation should be improved to optimum extent to develop administrative skill and increasing the performance of the organization.
- ❖ Participation of the employees in the matter relating to their office work should be improved and one nominee of non-teaching staff should be included in high decision-making bodies.
- ❖ As the human behaviour is highly unpredictable and emotion play an important role in affecting attitude, behaviour and performance of the same person from one point of time to another. Therefore aspect of positive attitude and coordination should be developed to increase the work culture and performance of the organization.

- ❖ Job satisfaction and dissatisfaction of the universities employees should be evaluated periodically for evolving dynamic and pragmatic policy for organizational growth and development.

On the basis of study it is concluded that job satisfaction is of great significance for the functioning of any organization. The significance of the findings in the study firstly lies in the fact that non-teaching employees' personal and job variables in both universities have been found to interact with their job satisfaction level. The job variables such as work itself, recognition, rewards and promotion, institutional policy and administration, achievement, and adequacy of salary and wages are significant in P.U. In case of K.U. the job variables i.e. personal relations with peers, freedom of expression, working conditions and environment, recognition, rewards and promotion, accepting responsibility, supervision and adequacy of salary and wages play a much more decisive role in affecting the job satisfaction level of employees. If the management of both the institutions want to raise the job satisfaction level of non-teaching staff, it is suggested that they should consider these critical variables and amend their policies in such a way so as improve the level of job satisfaction and reduce dissatisfaction. The job satisfaction not only benefits the employee but his family, management and nation as whole. The employee is benefited in term of liking for the job whereas family is benefited in term of cordiality and peace, the management is benefited in term of institutional peace and better achievement and nation is benefited in term of increased productivity/overall achievement. Therefore greater job satisfaction is likely to lead eventually to a more effective performance of the individual, organization and nation. The satisfied employee takes interest in his work, does it with sincerity, devotion, punctuality and cooperates with management and dissatisfied employee shirks his duties, complains, absent himself often, indiscipline and non cooperative to the management. The job dissatisfaction ultimately leads to the wastage of human potential and the loss to natural resource of the nation which should be avoided.

Further conducting various training activities relating to the work of the employees, computer based programmes and adopting optimum computerization university can achieve its objectives and goals easily.

Suggested areas for Further Research

The research work, which was attempted to be executed properly, tends to provide further clue for exploration. The investigator after accomplishing his own piece of research work feels that some other areas relating to university functioning should get attention from the research point of view to facilitate effective functioning of the universities. Therefore following suggestions may be taken into account for conducting further research in this area.

- ❖ As stated earlier the present research work is confined only to non-teaching segment of P.U. and K.U. The present study did not cover the teaching segment of both universities. Therefore it is suggested that further study may be conducted in respect of teaching staff to establish the better results. Further study of non-teaching staff may be replicated in other universities of different region/rural areas to reach out at definite conclusion about job satisfaction of employees.
- ❖ It can be suggested further that a single study as the present one, however controlled, may not provide sufficient evidence for its utility in general application of the theory. Therefore further study may be designed to investigate the effect of some other variables on job satisfaction and dissatisfaction among employees of universities. Some of the suggested studies are:
 - A study of job satisfaction with job performance and job involvement.
 - A study of job satisfaction with turnover and absenteeism.
 - A study of relationship between motivation, productivity and job satisfaction/dissatisfaction.
 - A study of relationship between need satisfaction and job satisfaction.
 - A study of the effect of leadership behaviour on job satisfaction/dissatisfaction.
 - A study of the effect of factors such as computerization, privatization/outsourcing, R.T.I. (i.e. Right to Information Act), workload, media and new pay scales on job satisfaction.