

# Impact of Organisational Factors on Job Satisfaction of Faculty Members

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**Abstract** - There has been a significant change in the employment as well as Psychological Contract between the employer and faculty members with the advent of Liberalization. Previously Government was a major employer under whom faculty members used to enjoy secured job. But with the advent of Liberalization and Privatization, private sector started taking a predominant role in economy. Now instead of “security”, “performance” has become the driving force influencing faculty members’ sustainable stay in the organizations. This has also impacted the education sector. A lot of private institutions in addition to the Government institutions are serving the society making academia, an industry. To consider, the evergreen change happening in the education industry, the role of manpower is also changing. Now-a-days, working in the academia is one of the most challenging jobs. Employers are constantly expecting the faculty members to perform and the same applies for the faculty members also. This actually led to the increasing need of psychological contract between the employer and the faculty members to create a healthy organizational environment. This research paper maps the organizational variables (Career Development Policy, Working Condition, Work Life Balance, Management’s Attitude towards the faculty members, Roles and Responsibilities) with the job satisfaction of Faculty Members with respect to private universities of Ranchi. The organizational variables as mentioned above are mapped with the job satisfaction of the faculty members using one-way ANOVA. The results are as per the findings of the literature. All the organizational variables influence job satisfaction significantly. The findings so obtained will certainly help to state the guidelines to the management of the private universities to create loyal faculty members which will ultimately improve the profitability of the institutions. So, this study gives a new dimension to the study of work organization in the institutes of higher education learning (Universities) particularly in Private Sectors.

**Key Words:** - *Organisational variables, Job Satisfaction, Private Universities, Faculty Members, Management.*

## I. INTRODUCTION

The modern academia industry has been undergoing a sea-change for the last two decades. There was a time when only government institutions were present to offer education to the mankind. So according to the principles of Economics, huge demand was there, whereas supply was limited. So, students need to fight through a very strict procedure to get a chance to study. But the time has changed.

Now, a lot of private institutions in addition to the Government institutions serving the society make

academia as an industry. To consider, the evergreen change happening in the education industry, the role of manpower is also changing. Previously, working in academia was being considered as a satisfying and less stressful job. But, now-a-days, working in the academia is one of the most challenging jobs. Employers are constantly expecting the faculty members to perform and the same applies for the faculty members also. This actually led to the increasing need of psychological contract to create a healthy organizational environment. Psychological contract emphasizes the organization and the individual worker’s cognition of their mutually fulfilling

responsibilities and obligations. This cognition may come from the formal employment contract or hidden multiple expectations. But in a narrow perspective, psychological contract reflects the collection of employee beliefs about the responsibilities and obligations of both sides based on perception, commitment and trust in the employment relationship. From the above discussion it can be stated that psychological contract (between the management of the educational institutions and the faculty members) will ultimately influence the job satisfaction of the faculty members working in these institutions.

So, in this research paper, the researcher maps the organizational variables (Career Development Policy, Working Condition, Work Life Balance, Management's Attitude towards the faculty members) with the job satisfaction of Faculty Members with respect to private universities of Ranchi.

## II. LITERATURE REVIEW

Psychological Contract is a buzzing word in today's organizational scenario where the employment relationship has been modernized. This term was first coined by *Argyris (1960)*. *Levinson (1962)* is the father of the concept and defined psychological contract as an "unwritten contract, the sum of the mutual expectations between the organization and faculty members". The psychological contract can be defined as "an individual's beliefs about the terms of the exchange agreement between employee and employer (*Rousseau, 1989*). Again, *Rousseau (1995)* defined Psychological Contract as "individual beliefs, shaped by the organization, regarding terms of an exchange agreement between individuals and their organization.

*Smithson and Lewis (2000)* reported, job insecurity and perceived uncertainty are positively correlated in case of young men and women's expectation. *MacDonald and Makin (2000)* stated that the levels of relational and transactional contracts of permanent and temporary staff did not differ significantly. In addition they had higher, rather than lower, levels of job satisfaction and commitment to the organization. It had been found from literatures that intention to quit jobs, neglect of in-role job

duties positively influences psychological contract (*Turnely et al., 2003*). Again *Guest (2003)* have related Psychological contract in respect to employee's attitude and behavior. *Willems et al., (2004)* establishes the unique nature of psychological contracts in the public sector by comparing evidences from several empirical studies on private and public sector enterprises.

*Nelson et al (2006)* explored the effects of casual employment on a group of university students using the psychological contract as an interpretative framework. *Patrick (2008)* have established the relationship among these factors relational contract, transactional contract, employer's commitment/obligation to employee, employee's commitment/obligation to employer, employer's relationship with employee, and employee's relationship with employer. According to *Krivokapic-Skoko*, the professional aspects of commitment to make a contribution to the society, their discipline and student learning frequently play a prominent part in in the development and moderation of the academic's psychological contracts (*Krivokapic-Skoko et al., 2008*). While, *Bal et.al (2008)* have mainly focused on the age factor in relation between psychological contract breach and the development of job attitudes.

*Bhattacharya (2009)* stated that tenure and historical perceptions of employer obligations influence the psychological contract for the faculty members of the Indian outsources call centre sector. *Berger (2009)* has mainly focused on the influence of Personality on the relationship between perceived psychological contract breach and work-related attitudes of faculty members.

*Joshy(2010)* analysed the importance of psychological contact and its relevance in understanding employment relationships on the basis of Promotions, High pay, Pay based on performance, Training, Job Security, Career Development and Support with personal problems. His study area was the Banking Sector of India. As a result he found psychological contract violations have a negative impact on employee's organizational behaviours (by using ANOVA). In another study, the impact of both the employee's type of employment relationship and exclusive talent segmentation on the psychological contract

content(perceived employee and employer obligations) and possible consequences for the employee's affective commitment had been studied (*Ophelders, 2011*). *Agarwal (2011)* have tried to establish the relationship between Psychological Contract and Organization Commitment (value commitment and employee's intent to stay) in the Indian IT industry. *Ballou (2013)* reported the effects of psychological contract attitudinal and behavioral job breach on outcomes including job satisfaction, intention to remain with one's organization, perceived organizational support, and organizational citizenship behaviors. There is a negative relationship between Organizational citizenship behaviour and Psychological contract violation (*Sadiq 2014*). *Jianwu Zhou (2014)* analysed in literature the effect of knowledge worker's psychological contract on organizational commitment and work satisfaction. Again *Agarwal (2014)* have reviewed the individual Factors, Organizational factors and the outcomes of psychological Contracts. *Alcover et al (2016)* reported an integration of the existing literature by adopting a multiple-foci exchange relationships approach.

### III. METHODOLOGY

The study was based on quantitative data to find out the relationship between Faculty members and the Management of academic institutions, specially the private universities of Ranchi. Data was collected both in online and offline format. All the respondents were briefed about the project before they respond.

In case of the online format, the data was collected with the help of mail-based questionnaire. The questionnaire was sent to many respondents selected specifically from the Faculty Members working in the private universities of Ranchi, namely ICFAI University, Jharkhand, Jharkhand Rai University, Sai Nath University. In this paper the researcher has considered those universities which are operational for more than one year. A cover letter was also sent along with the questionnaire. A total of 80 respondents were selected randomly and the questionnaires were sent to them. To improve the success rate, the questionnaires were sent repeatedly to the prospective respondents. Approximately, 55 respondents sent back the

filled-in questionnaires out of which 50 respondents are considered for the study.

The questionnaire was formulated by reviewing existing literature (e.g. Branka, 2008; Alcover, 2015). The questionnaire uses a five point rating scale stating the following things (1 = Very Poor, 2 = Poor, 3 = Average, 4 = Good, 5 = Very Good) for measuring the agreement level of the faculty members with respect to the various factors. The socio-demographic information of the faculty members is also collected.

The collected data is analyzed using One-Way ANOVA to know which of the above mentioned organizational variables significantly impact the faculty members experience of working in the private universities of Ranchi.. The IBM SPSS (version 19) is used for the purpose.

## IV. DATA ANALYSIS AND FINDINGS

### 4.1 Relationship between management's attitude towards faculty members and Experience of working in the Private Universities

The first organizational variable which is studied is the Management's attitude towards the faculty members. One-Way ANOVA is done in order to know whether Management's attitude towards the faculty members has significant impact on the Faculty members' experience of working in the private universities.

The four predictor variables related to Management's attitude towards the faculty members identified and on which the data has been collected are;

- V1: Management ensure that staff act collegially
- V2: Allow you autonomy to act as a professional academician
- V3: Manage the pace of change so that it does not adversely affect you
- V4: Communicate important information to you

Faculty members' experience of working in the private universities is the dependent variable and in analysis, it is denoted as V5. For the purpose, the responses were collected using five categories; 1 = Very Good (VG), 2 =

Good (G), 3 = Average (A), 4 = Poor (P), 5 = Very Poor (VP).

The relevant portion of SPSS output sheet is presented below:-

**Table 4.1 ANOVA output for showing Relationship between management’s attitude towards faculty members and Experience of working in the Private Universities**

Source: SPSS Output

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	5.833	4	1.458	1.392	.032 <sup>b</sup>
Residual	47.147	45	1.048		
Total	52.980	49			

a. Dependent Variable: v5

b. Predictors: (Constant), v4, v3, v2, v1

**4.1.1 Hypothesis on Management’s attitude towards the faculty members and Faculty members’ experience of working in the private universities**

H: Management’s attitude towards the faculty members will not significantly influence Faculty members’ experience of working in the private universities

The exact significant level (p value) of ANOVA is exhibited in 6<sup>th</sup> Col. (Sig.) of table 4.1. The level of significance set by us is 5%, i.e.,  $\alpha = 0.05$  (on the basis of existing researches of similar type). The table reveals that ‘p’ value is less than the ‘ $\alpha$ ’ value. In fact, since  $p = 0.032$  is less than  $\alpha = 0.05$ , the null hypothesis is not accepted and the alternative hypothesis is accepted and established. That means Management’s attitude towards the faculty members will significantly influence Faculty members’ experience of working in the private universities.

**4.2 Relationship between Working conditions and Experience of working in the Institution**

The second organizational variable which is studied is the working condition for the faculty members. One-Way ANOVA is done in order to know whether working condition for the faculty members has significant impact on the Faculty members’ experience of working in the private universities.

The eight predictor variables related to working condition for the faculty members identified and on which the data has been collected are;

- V1: Provides good management
- V2: Provides good leadership
- V3: Maintain academic freedom
- V4: Acknowledge the long hours you devote to work
- V5: Act ethically
- V6: Supports ongoing professional development
- V7: Provides a safe and comfortable work environment
- V8: Recognize your non-university experience

Faculty members’ experience of working in the selected private universities is the dependent variable and in analysis, it is denoted as V9. For the purpose, the responses were collected using seven categories; 1 = Very Good (VG), 2 = Good (G), 3 = Average (A), 4 = Poor (P), 5 = Very Poor (VP).

The relevant portion of SPSS output sheet is presented below:-

**Table 4.2 ANOVA output for showing Relationship between Working conditions and Experience of working in the Institution**

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	7.163	8	.895	.801	.005 <sup>b</sup>
Residual	45.817	41	1.117		
Total	52.980	49			

a. Dependent Variable: v9

b. Predictors: (Constant), v8, v6, v3, v1, v5, v2, v7, v4

Source: SPSS Output

**4.2.1 Hypothesis on Working conditions for the faculty members and Faculty members’ experience of working in the private universities**

H: Working conditions for the faculty members will not significantly influence Faculty members’ experience of working in the private universities

The exact significant level (p value) of ANOVA is exhibited in 6<sup>th</sup> Col. (Sig.) of table 4.2. The level of significance set by us is 5%, i.e.,  $\alpha = 0.05$  (on the basis of existing researches of similar type). The table reveals that ‘p’ value is less than the ‘ $\alpha$ ’ value. In fact, since  $p = 0.005$  is less than  $\alpha = 0.05$ , the null hypothesis is not accepted and the alternative hypothesis is accepted and established. That means, working conditions for the faculty members

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	7.533	9	.837	.737	.046 <sup>b</sup>
Residual	45.447	40	1.136		
Total	52.980	49			

a. Dependent Variable: v10

b. Predictors: (Constant), v9, v4, v8, v7, v3, v1, v5, v2, v6 will significantly influence Faculty members’ experience of working in the private universities.

**4.3 Relationship between Career development policy and Experience of working in the Institution**

The third organizational variable which is studied is the career development policy for the faculty members. One-Way ANOVA is done in order to know whether career development policies for the faculty members has significant impact on the Faculty members’ experience of working in the private universities.

The eight predictor variables related to working condition for the faculty members identified and on which the data has been collected are;

- V1: Be fair and equitable in its treatment of academics
- V2: Provides clear and consistent requirements for promotion
- V3: Provides opportunities for promotion
- V4: Treat you fairly and equitably with regards to promotion
- V5: Reward excellence in teaching through the promotion system
- V6: Reward excellence in Admin/Management through the promotion system
- V7: Provides security of ongoing employment
- V8: Provides opportunities for career development
- V9: Provides remuneration that is similar to the public sector

Faculty members’ experience of working in the selected private universities is the dependent variable and in analysis, it is denoted as V10. For the purpose, the responses were collected using seven categories; 1 = Very Good (VG), 2 = Good (G), 3 = Average (A), 4 = Poor (P), 5 = Very Poor (VP).

The relevant portion of SPSS output sheet is presented below:-

**Table 4.3 ANOVA output for showing Relationship between Career development policy and Experience of working in the Institution**

Source: SPSS Output

**4.3.1 Hypothesis on Career development policy for the faculty members and Faculty members’ experience of working in the private universities**

H: Career development policy for the faculty members will not significantly influence Faculty members’ experience of working in the private universities

The exact significant level (p value) of ANOVA is exhibited in 6<sup>th</sup> Col. (Sig.) of table 4.3. The level of significance set by us is 5%, i.e.,  $\alpha = 0.05$  (on the basis of existing researches of similar type). The table reveals that ‘p’ value is less than the ‘ $\alpha$ ’ value. In fact, since  $p = 0.046$  is less than  $\alpha = 0.05$ , the null hypothesis is not accepted and the alternative hypothesis is accepted and established. That means, career development policy for the faculty members will significantly influence Faculty members’ experience of working in the private universities.

**4.4 Relationship between Work Life Balance and Experience of working in the Institution**

The fourth organizational variable which is studied is the work-life balance policy for the faculty members. One-Way ANOVA is done in order to know whether work life balance for the faculty members has significant impact on the Faculty members’ experience of working in the private universities.

The three predictor variables related to work life balance for the faculty members identified and on which the data has been collected are;

- V1: Respect the demands of family/personal relationships
- V2: Provides flexibility to prioritize and seek balance between personal needs and work demands.
- V3: Allow sufficient time (after work hours) to look after my family & personal needs.

Faculty members’ experience of working in the selected private universities is the dependent variable and in analysis, it is denoted as V10. For the purpose, the responses were collected using seven categories; 1 = Very Good (VG), 2 = Good (G), 3 = Average (A), 4 = Poor (P), 5 = Very Poor (VP).

The relevant portion of SPSS output sheet is presented below:-

**Table 4.4 ANOVA output for showing Relationship between Work Life Balance and Experience of working in the Institution**

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.076	1	1.076	.995	.023 <sup>b</sup>
Residual	51.904	48	1.081		
Total	52.980	49			

a. Dependent Variable: v4

b. Predictors: (Constant), v3, v1, v2

Source: SPSS Output

**4.4.1 Hypothesis on Work life balance policy for the faculty members and Faculty members’ experience of working in the private universities**

H: Work life balance policy for the faculty members will not significantly influence Faculty members’ experience of working in the private universities

The exact significant level (p value) of ANOVA is exhibited in 6<sup>th</sup> Col. (Sig.) of table 4.4. The level of significance set by us is 5%, i.e.,  $\alpha = 0.05$  (on the basis of existing researches of similar type). The table reveals that ‘p’ value is less than the ‘ $\alpha$ ’ value. In fact, since  $p = 0.023$  is less than  $\alpha = 0.05$ , the null hypothesis is not accepted and the alternative hypothesis is accepted and established.

That means, work life balance policy for the faculty members will significantly influence Faculty members’ experience of working in the private universities.

**V. CONCLUSION**

In order to meet the purpose of the study, ANOVA is used to know the level of significance for the factors which contribute more significantly for making the employees of the private universities of Ranchi more satisfied regarding their work. On the basis of the findings, all the selected Organisational Variables have significantly influenced the faculty members’ experience of working in the private universities in following ways:

- **Management’s attitude** towards the faculty members will significantly influence Faculty members’ experience of working in the private universities.

- **Working conditions** for the faculty members will significantly influence Faculty members' experience of working in the private universities.
- **Career development policy** for the faculty members will significantly influence Faculty members' experience of working in the private universities.
- **Work life balance policy** for the faculty members will significantly influence Faculty members' experience of working in the private universities.

So the management of the private academic institutions, specifically the private universities can give importance to the above mentioned facets to make the faculty members satisfied which will help to create loyal employees, reduce attrition rate and help in the overall development of the employees and the private universities. Although this study is limited to the employees of the selected four private universities of Ranchi, but the findings will definitely state the guidelines to the management of the private universities from any geographical location to create loyal employees which will ultimately improve the profitability of the institutions.

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