

# Influence of Job Satisfaction and Job Involvement of Academicians with special reference to Tamil Nadu Universities

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**Abstract---** *as the University academicians are the backbone of the higher education system, they need better guidelines, training sessions, managerial support and they need frequent assessment of job satisfaction and job involvement to ensure their efficiency, motivation and commitment towards work are enhanced. Extensive studies are there about the benefits of job satisfaction and job involvement, but very few in the area of academics. In this study the researcher attempted to study the relationship between job satisfaction and job involvement of academicians. For this purpose 140 samples were collected from 24 universities of Tamil Nadu. The researcher used self-administered questionnaire on job satisfaction and job involvement. Based on the analysis the researcher found significant and positive relationship between job satisfaction and job involvement and the job satisfaction is the major determinant of job satisfaction.*

**Keywords---** *Job Satisfaction, Job Involvement, Academicians*

## I. INTRODUCTION

Job satisfaction is term coined by Hoppock (1935), as pleasurable and positive opinion about ones' job or job experience, still it is considered as vague to define as the opinion is differ from person to person. Its constructive consequences are reducing employee turnover, absenteeism. And ensures the happiness of employees across organization, which is extremely important tool for managerial success. In the educational institutions, job satisfaction is found to enhance productivity in terms of better examination results, better grades of the students and extensive research output by teachers. In India, there have been a number of studies concentrating on primary and secondary school teachers and their satisfaction, (Sivakumar & Chitra, 2017) but, there are limited work done on university level academicians' satisfaction. When it comes to job involvement, the term was coined by Lodahl & Kejiner (1965). Kanungo (1982) find that job involvement likely to be the effect of how much the job can satisfy an employee's immediate needs. Further, he found that individuals who proved high work involvement considered their jobs as a significant part of their identity. Job involvement is strongly influenced by the perception about the job. Individuals may become involved in their jobs because of the specific qualities of their work (Joby Jose, 2014).

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Joiner & Bakalis (2006) suggested that job involvement describes how the employees are interested, involved, and occupied in the goals of an organization. Individuals with high degree of job involvement hardly think of leaving their jobs and they will create a predictable future for their organization (Brown, 1996). With growing population and interest of the parent's on their heirs' higher education, the central government, state governments and even private parties are administering various universities. But the satisfaction and involvement of faculties is questionable factor here. The faculties of private educational institutions are exploited by the way of low pay and other benefits. There is a large gap between the benefits received by the private university faculties and government university faculties.

In this scenario this study is an attempt to measure the relationship between job satisfaction and job involvement of Academicians especially in Tamil Nadu Universities. In India, there numerous studies about primary and secondary school teachers and their satisfaction and commitment; however, there has been limited work done on university level academicians' satisfaction (Gopinath, 2020).

## II. REVIEW OF LITERATURE

The factors like reputation, high respect, less supervision, independent style of working are attracting people towards the teaching profession. (Machin & Oswald, 2000; Rosen, 1986; Stevens, 2005). But to be a good teacher one need to prepare his own personality because here the performance of the teacher is evaluated on spot; there is no second chance to rectify their mistakes (Graham & Messner, 1998; Herzberg, 1966; Sergiovanni, 1967). So there are more chances for the faculties to be influenced by the satisfiers and also by the dissatisfies. The notable factor is their satisfaction or dissatisfaction not only influences their own performance but the performance of the students too (Jones, 2016). Research has revealed that teachers' job satisfaction mends their professionalism, decision-making, development and growth, and make them feel empowered, have a more favourable view of their institutes and working conditions (Pepe, Addimando, & Veronese, 2017; Roch & Sai, 2017; Stearns *et al.*, 2015; Chamundeswari, 2013)

Generally job involvement means the degree of employee's engagement on his or her work. The level of job involvement is determined by a person's needs, values, work ethics, organizational environment and the nature of the job. Employees with low job involvement may feel isolated because of their perception on their job and their opinion about their value in the in the organization, or they couldn't sense the connection between their work and what they want to be in life. (Hafer & Martin, 2006). This shows that a job involvement person sees his or her job "as an important part of his/her self-concept" and the job involvement is prominently influenced by the job satisfaction (Lawler & Hal, 1970). Kanungo (1982) stated that "job involvement is a cognitive state of uni-dimensional psychological identification from a motivational approach." This definition shows that job involvement is the base for motivation in organization. An individual having high involvement would consider his happiness depends on he they perform on his job. Those people who are high in job involvement truly care for and are concerned about their work

The success and failure of a system to a great extent depends on the quality of the teacher. When college teachers are concerned, they are not only framing the knowledge of the students but they are also play a significant role in the personality and career development. Teaching is a noble profession and the teachers are the key person on

whom the future of children and mankind is left. Faculties with high level of job satisfaction may have good job involvement tend to be highly committed to their organization and have great level of sincerity on their profession.

Gopinath (2019 c) emphasizes that relationship between the Job Involvement and Organizational Commitment. The study concluded Organizational commitment is usually limited to the extent to which employees are loyal to the organization. Job satisfaction is recognized as an element of organizational commitment and also that the work environment gives a positive relationship to job satisfaction.

Gopinath (2016 a) studied made an effect to analysis the impact of job satisfaction on managing people. The job satisfaction was evaluated by using work, promotion, supervision, pay and co worker in Job Descriptive Index (JDI) Scale (Smith et al., 1969). It concluded HRD practices techniques of managing people, which makes the employees, were highly satisfied in doing their jobs. Similarly, another research concluded good industrial relation process with the employees was highly satisfied (Gopinath, 2016 b). Gopinath (2016c) suggested that based up on the HRD importance to the Job Satisfaction using by JDI Scale. From the CFA model and path model of this study concluded that, HRD practices giving high impact to the job satisfaction. Another research study revealed that Compensation Management and Welfare Measure gives good impact to Job Satisfaction for the employees by the measure of JDI scale (Gopinath, 2016 d). Gopinath (2016 e) confirmed that the effect to analysis the impact of job satisfaction employee health and safety system which is highly accepted through job satisfaction by using work, supervision, pay, promotion and co worker in JDI scale. Gopinath (2016 f & g) investigated the impact of job satisfaction on Promotion and Transfer and Industrial Relation of the organization's good performance management systems and transparent, quick widely accepted promotion & transfer policy which makes the employees, were highly satisfied.

Gopinath (2016 h) examines the impact of to Job Satisfaction using JDI Scale. It analyzed Measurement and Path Model 'Recruitment & Selection and Job Satisfaction'. Similarly, job satisfaction evaluated by using work, pay, promotion, supervision, and co worker in JDI scale. Study concluded impact of job satisfaction on training and development, which makes the employees, were highly satisfied (Gopinath, 2016 i). Gopinath (2016 j) studied made an effect to analysis the impact of job satisfaction analysis by JDI scale on appraisal and reward. The Employee attitudes typically reflect in Industrial Relations, Managing People and Performance Management Influencing Job Satisfaction. Job Satisfaction Employees would make a positive contribution to their respective organization and may lead to increase the effectiveness (Gopinath, 2016 k).

Gopinath & Shibu (2016 a & b) study investigates that the few Human Resource Development factors influencing Job Satisfaction. Job Satisfaction using by JDI Scale (Smith et al., 1969). It concluded the Job Satisfaction factors influencing people at work and with their relationship within the organization. Study concludes level of job satisfaction in high level to the organization.

Gopinath & Shibu (2015 a & b) confirmed the impact of job satisfaction factors are the satisfactions with promotion opportunities, pay, supervision, coworkers, and the work itself (Smith et. al., 1969). Study concluded significant difference between Job Satisfaction factors associated with overall Job satisfaction and there is a positive relationship exists between the factors of job satisfaction.

Gopinath & Shibu (2014 a & b) examined that the HRD practices related entities and its impact towards job satisfaction in BSNL at various workplaces. The BSNL has a clear, fair and well Appraisal and Reward policy,

which makes the employees, were highly satisfied (Gopinath & Shibu, 2014 c). Gopinath & Shibu (2014 d) identify the relationship between Job Satisfaction factors by Job Descriptive Index (JDI) Scale. Based on the result, concluded that there is a positive relationship exists between HRD Practices and Job satisfaction. And also another study on few job related entities influencing job satisfaction using by JDI Scale. Examined the level of Job Satisfaction and influenced Factors of job satisfaction (Gopinath & Shibu, 2014 e).

## **OBJECTIVES**

- To study Demographic characteristics of academicians of Tamil Nadu Universities with respect to job satisfaction and job involvement.
- To identify the relationship between job satisfaction and Job Involvement among the academicians.
- To investigate or influence the impact of job satisfaction on Job Involvement among the academicians.

## **HYPOTHESIS**

**H0<sub>1</sub>** : There is no significant difference among the demographic variables and the factors of job satisfaction and job involvement.

**H0<sub>2</sub>** : There is no significant relationship between job satisfaction and job involvement of academicians.

**H0<sub>3</sub>** : There is no significant influence of job satisfaction on job involvement.

## **III. RESEARCH METHODOLOGY**

### ***3.1 Procedure of the Study***

Aim of the study is to analyze the level of Job Satisfaction and Job involvement of Academicians of Tamil Nadu Universities. For this purpose the researcher used ex-post-facto' research design. The study is based on primary data, the researcher used self-administered questionnaire on job satisfaction and job involvement 140 samples were collected using purposive stratified random sampling technique.

### ***3.2 Reliability of the Instrument***

The reliability of the self-administered questionnaire was tested with SPSS. The Cronbach's Alpha of the instrument was found 0.872, since the value is  $> 0.7$ ; the questionnaires are highly reliable and can be considered for our study.

<b>Item-Total Statistics</b>					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
JI 1	35.56	26.619	0.415	0.265	0.635
JI 2	33.01	28.406	0.476	0.356	0.629
JI 3	34.33	25.790	0.513	0.413	0.823
JI 4	34.97	28.061	0.452	0.468	0.718
JI 5	34.15	29.019	0.420	0.347	0.659
JS1	33.65	31.569	0.005	0.191	0.806
JS2	34.33	30.426	0.385	0.263	0.765
JS3	33.90	26.011	0.558	0.243	0.642
JS4	33.78	27.303	0.324	0.253	0.637
JS5	35.97	26.712	0.563	0.134	0.822

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
0.872	0.782	10

#### **IV. Analysis**

##### **4.1 Demographic profile of the respondent with respect to job satisfaction and Job Involvement**

Since the P value is less than 0.01 the null hypothesis (H<sub>0</sub>) is rejected at 1% level of significance with regard to age, designation, educational qualification, year of experience, salary and job satisfaction. Hence there is a significant difference among all the demographic profile of the respondents with respect to job satisfaction and job

involvement. So the demographic profile of the respondents is significantly differing with respect to job satisfaction and job involvement.

**Table Showing significant difference among the demographic variables and the factors of job satisfaction and job involvement.**

Variables	Age Group (Years)	Job Satisfaction		Organizational commitment	
		F Value	P Value	F Value	P Value
Age	Below 43 yrs	38.377	<0.001**	09.174	<0.001**
	43 - 48 yrs				
	49 - 53 yrs				
	54 & Above				
Designation	Professor	10.074	<0.001**	20.556	<0.001**
	Associate professor				
	Assistant Professor				
Educational qualification	M.Phil / Ph.D	17.155	<0.001**	3.366	<0.001**
	NET/SET/Ph.D				
	PDF				
	D.Lit / D.Sc				
Year of Experience	Below 15	5.645	<0.001**	5.592	<0.001**
	15 to 20 yrs				
	21 to 26 yrs				
	Above 26				
Salary	Below 100000	10.847		6.692	<0.001**

	100000 to 150000		<0.001**		
	150001 to 210000				
	Above 210000				

\*\* denotes significance at 1% level.

5% level.

\* denotes significance at

## 4.2 Relationship between job satisfaction and job involvement

4.2.1 Correlation table showing Relationship between job satisfaction and Job involvement

Factors of Job Satisfaction and Job involvement	Job Satisfaction	Job involvement
Job Satisfaction	1.000	0.721**
Job involvement		1.000

\*\* Correlation is significant at the 0.01 level (2-tailed).

Since the P value is less than 0.01 the null hypothesis (H<sub>0</sub>) is rejected at 1% level of significance. The correlation coefficient between Job Satisfaction and Job involvement is 0.721 which indicates 72.1 percentage positive relationships between Job Satisfaction and Job involvement.

Hence the job involvement is majorly determined and greatly influenced by job satisfaction.

## 4.3 Significance of job satisfaction on Job involvement

4.3.1 Regression table showing Significance of job satisfaction on Job involvement

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	P
		B	Std. Error	Beta		
1	(Constant)	18.324	2.533		8.326	<0.001**

	Job Satisfaction	0.342	0.063	0.563	6.453	<0.001**
a. Dependent Variable: Job involvement						

\*\* denotes significance at 1% level.

Since the P value is less than 0.01 the null hypothesis (H0<sub>3</sub>) is rejected at 1% level of significance, Hence the job satisfaction has positive and significant on job involvement. The regression table shows the impact of one variable on another variable as here we find out the impact of job satisfaction on Job involvement. For this we used linear regression application in SPSS Software and we found out the values of R-square, which is 0.834. It indicates that job satisfaction contributes 83.4% in Job involvement of employees. We have calculated F-value in our study, which is 18.324 and it means that the model is best fitted and has high predictability; B-value is found to be 0.563 which is significant at 1% level of significance, indicating that there is a positive relationship between job satisfaction and Job involvement Hence the null hypothesis (H0<sub>3</sub>) is rejected and we can say that the independent variable (Job satisfaction) has significant impact on dependent variables (Job involvement).

## V. CONCLUSION

The present study examines the relationship between job satisfaction and job involvement of academicians. The researcher found significant difference among the demographic variables and the factors of job satisfaction and job involvement. The perception or views on job satisfaction and job involvement is different according with the age, designation, educational qualification, years of experience and salary. The correlation analysis exhibits strong and positive relationship between job satisfaction and job involvement, and the regression analysis also shows that 83.4% of the job involvement is the effect of job satisfaction. As per the vast reviews the factor job involvement indicates the emotional bonding of the employee towards the organization and this kind of involvement results to improved performance and low retention. For the academicians, job involvement is very much essential for the better academic result, high morale and more involvement in research. Hence to ensure the better job involvement the job satisfaction of the academicians has to be concentrated.

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