

JOB SATISFACTION OF UNIVERSITY TEACHERS A STUDY ON PRIVATE UNIVERSITIES IN BANGLADESH

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Abstract

The aim of this study is to evaluate the job satisfaction of the faculty of private University in Bangladesh. Salary and fringe benefit, opportunity for scholarly pursuit, course load quality students, office and lab facilities, independency about work, professional relationship and interaction with other faculties, job security, relationship with administration, opportunity to develop new ideas, relationship with immediate superior/dept. head/Pro-VC/VC and opportunity for promotion etc significantly influence job satisfaction of faculty members in Private Universities in Bangladesh. In this study, it is found that only 8 percent are very satisfied about their job. 45, 40, 3.33 and 3.33 percent respondents are satisfied, neutral, very dissatisfied and dissatisfied respectively about their job. So, the respective University authority should take necessary steps such as a raise in the salary, opportunities given to do research, proper recognition given to the faculties, better quality of students must be taken, administration system must be improved and proper and solid criteria for promotion can be introduced and shared with all the faculties.

Keywords: Job satisfaction, working environment, job security, salary and fringe benefits, teaching load

INTRODUCTION

Employees' job satisfaction has surfaced as a major issue in almost all organization. It is an integral component for the environment of organization and an important element for the relationship between management and employees. The term 'job satisfaction' means individuals emotional reaction to job. It is a positive emotional state that occurs when a person's job seem to fulfill important job values provided.

Education viewed from a social system perspective, comprises of three key elements: Teachers, Students and Curriculum. The efficiency and effectiveness of an education system depend solely on the cohesion among these three elements. Deficiency in any of the elements may lead to a reduced productivity in the entire education process. Nevertheless, it is apparent that one element has a significant effect on the other two, namely the teacher has a more profound effect on the other two. And teacher's job satisfaction would be the crucial elements for their productivity. So, the satisfaction level of a teacher is central and essential for newly established private universities in Bangladesh. If these Universities would really like to contribute to the society then they must create a good blend of satisfies faculty as a team and can achieve their objectives only.

However, concerns about job satisfaction have spawned numerous studies during the past several decades in nearly every occupational field. There was strong interest in job satisfaction and teacher satisfaction from the late 1960s to the early 1980s. Over the past decade little attention has been paid to teacher satisfaction or its effect on students.

The objective of this paper is to evaluate the job satisfaction of Faculty of nine private universities located in Dhanmondi, Dhaka, Bangladesh.

LITERATURE REVIEW

Job satisfaction is one of the most widely discussed issues in organizational behavior, personnel and human resource management and organizational management. Studies of teacher satisfaction based on Maslow's (1954) hierarchy of needs theory have supported the connection between need- fulfillment and job satisfaction (Carver &Sergiovanni, 1971; Francis &Lebras, 1982; Sweeney, 1981; Trusty &Sergiovanni, 1966; Wright, 1985). These authors cited an absence of three higher-order needs (esteem, autonomy, and self-actualization) as major contributors to low teacher satisfaction.

Extensive study has shown that job satisfaction has a direct impact on the performance of employees in different levels of profession. It is related to employee motivation and performance (Ostroff, 1992). For any company or enterprise this job satisfaction of total workforce plays a vital role and with a group of satisfied worker institutions can successfully

implement their plan. Job satisfaction is one of the most widely discussed issues in organizational behavior, personnel and human resource management and organizational management. In simple terms, it is the extent to which one feels good about the job. Job satisfaction is in regard to one's feelings or state of mind regarding to the nature of their work (Shamima Tasnim, 2006).

According to the human behavior, people are more interested to work in those companies and service organizations from where they get mental satisfaction. Study found that politics-free work environment is significantly correlated to and organization impact. Research studies across many years, organizations, and types of jobs show that when employees are asked to evaluate different facets of their job such as supervision, pay, promotion opportunities, coworkers, and so forth, the nature of the work itself generally emerges as the most important job facet (Judge & Church, 2000; Jurgensen, 1978).

The source of this job satisfaction not only arises from the job but also from the other factors like- work environment (both physical and social), relationship with supervisors & peers, corporate culture, managerial style. These factors have different impact on different people and in practical world it is an established fact that gender differences also influence the job satisfaction level. Herzberg, Mausner, Peterson, and Capwell (1957) observe that "the comparison of job attitudes between men and women is of less interest than a study of the effects of the societal roles of men and women on their attitudes toward jobs." They suggested that the job attitudes of the sexes depend essentially on the same determinants, but that the determinants vary in the intensity of their effects. Hulin and Smith (1964) maintain that if sources of correlated bias, such as pay, job level, promotional opportunities, and societal norms, are held constant or partially out, sex differences in job satisfaction will disappear, and they (Hulin and Smith, 1965) caution investigators "to draw distinctions between male and female."

Herzberg et al (1957) reported that the job adjustment of female workers is often made more difficult because they must divide their interests and attention between the working world and their traditional role and that the social and psychological pressures toward marriage complicate the job attitudes of the unmarried female. They take up their jobs primarily for their livelihood, which is conditioned by job satisfaction (Locke, 1976). On the other hand, Campbell (1976) reported that single men are less job satisfied than married men, but that no such difference exists for females.

Lacy, Bokemeier and Shepard (1983) find no differences in the consequences of gender-specific childhood socialization for job satisfaction. Nor do they find that a wide range of job characteristics differentially affect the work attitudes of men and women. Where gender differences in work attitudes have been found in the analysis of Murray and Atkinson (1981) that

women weight relations with coworkers more heavily and that men weight advancement more heavily, and these differences have been relatively small.

A variety of job characteristics are evaluated to see to what extent men and women differentially value various aspects of their jobs. These characteristics include occupational prestige, earnings, education, job complexity, level of authority exercised, how closely the worker is supervised, job pressure, being held responsible for things outside one's control, how frequently one has to get dirty on the job, being underemployed, workplace size, and level of optimism about one's future at the current job. Relationship with the supervisor is also an important factor influencing the employees.

According to Herzberg et al. (1952), it is a hygiene factor that may lead to job dissatisfaction. Employees in organizations are often attracting their supervisors for different reasons. These relationships are called functional and entity relationships (Locke, 1976). Functional relationships between supervisor and subordinate are based on which services can be provided for each other. An employee may be attracted to his or her supervisor to a degree that he or she views the supervisor or helping to attain salient job values (Locke, 1970). These values are normally related, or are related to the rewards the employee can accrue for task performance. Again, welfare (wellness) programs including benefits, bonus, overtime, transport allowance, medical allowance, etc., have positive relationships with job satisfaction of employees (Bonner 1997).

METHODOLOGY

In this paper, data has been used from primary sources through questionnaire method. Here a questionnaire (with 21 questions) has been developed that was administered to 75 percent (9 out of 12) universities randomly to determine the faculty's job satisfaction level. The result is analyzed with a simple statistical tool called mean average and purposive sampling technique was used to reach to the final result. The grand total numbers of full time and part time faculty of nine universities were 114 and 104 respectively.

60 data has been collected out of 114 full time faculties of nine universities by random sampling method. For better understanding, the data was finally analyzed with a very simple statistical tool called "mean average" to find out the most and the least satisfactory factors of the faculty.

To analyse the job satisfaction of University Teacher's, statistical tools Microsoft Excel are used in order to materialize the objectives of job satisfaction evaluation of private university in Bangladesh. In addition, table and graphs are constructed to present the data and interpret the findings of the study.

ANALYSIS AND FINDINGS

The study shows that salary and fringe benefit, opportunity for scholarly pursuit, course load quality students, office and lab facilities, work Independence, professional relationship and interaction with other faculties ,job security, relationship with administration , opportunity to develop new ideas , relationship with immediate superior/dept. head/Pro-VC/VC, opportunity for promotion ,significantly influence job satisfaction of private University faculty member.

Question one about for salary and fringe benefit, there are 3 employees who very satisfied, 24 employees satisfied, 17 employees indifferent, 11 employee dissatisfied and 4 employees very dissatisfied and 1 employee escaped this question.

In question two, opportunity for scholarly pursuit, there are 5 employees are very satisfied, 24 employees who satisfied, 16 remained indifferent and 9 showed their dissatisfaction, and 4 employees very dissatisfied and 2 employees escaped this question.

Regarding question three, 1 worked for this university for teaching load, 8 employees are very satisfied, 28 employees are satisfied, 12 employees are in neutral, 9 employees' dissatisfied and 2 employees very dissatisfied and 1 employee escaped this question.

In question four, about the intake of quality students, there is 1 employee who is very satisfied, 23 employees are satisfied, 16 employees are in neutral, 18 employees are dissatisfied and 1 employee is very dissatisfied and 1 employee escaped this question.

Turning to question five, about office and lab facilities, 11 employees are very satisfied, 32 employees showed their satisfaction, 7 employees remained neutral, 7 employees are dissatisfied, and 2 employees are very dissatisfied, but 1 employee escaped this question.

Question six about "Work Independence" is better autonomy and independency of work, 15 employees are very satisfied, 27 employees are satisfied, 14 employees are in neutral, 2 employees showed dissatisfaction and 1 employee is very dissatisfied, but 1 employee escaped this question.

Regarding question seven, about professional relationship and interaction with other faculties, 30 employees are very satisfied, 24 employees are satisfied, 1 employee remained neutral, 2 employees are dissatisfied and 2 employees are very dissatisfied, but 1 employee escaped this question.

In question eight, about social relationship with other faculties, there are 22 employees are very satisfied, 29 employees are satisfied, 6 employees are in neutral, 2 employees are dissatisfied, but 1 employee escaped this question.

Turning to question nine, about job security, 8 employees are very satisfied, 29 employees showed their satisfaction, 14 employees remained neutral, 6 employees are dissatisfied and 2 employees are very dissatisfied, but 1 employee escaped this question.

Question ten calls for relationship with administration, 8 employees are very satisfied, 30 employees are satisfied, 16 employees remained neutral, 6 employees are dissatisfied and 2 employees are very dissatisfied, but 1 employee escaped this question.

In response to the question eleven, opportunity to develop new ideas, 9 employees are very satisfied, 26 employees showed satisfaction, 17 employees remained neutral, 7 employees are dissatisfied and 1 employee is very dissatisfied.

Regarding question twelve, which is about relationship with immediate superior/dept. head/Pro-VC/VC, 27 employees are very satisfied, 25 employees are satisfied and 5 employees are remained neutral, 1 employee showed their dissatisfaction and 1 employee is very dissatisfied, and 1 employee escaped this question.

Survey question thirteen involved opportunity for promotion, there are 4 employees are very satisfied, 31 employees are satisfied, 14 employees are in neutral, 8 employees are dissatisfied, and 1 employee is very dissatisfied, and 1 employee escaped this question.

In question fourteen, regarding colleagues and the working environment is suitable, there are 27 employees are very satisfied, 24 employees are satisfied, 7 employees are in neutral, 1 employee is dissatisfied, and 1 employee escaped this question.

Turning to question fifteen, concerning job opportunity for spouse, 3 employees are very satisfied, 5 employees showed their satisfaction, 37 employees remained neutral, 7 employees are dissatisfied and 3 employees are very dissatisfied, whereas 5 employees escaped this question.

Question sixteen is about the feeling that whether university cares about employee or not, 7 employee are very satisfied, 29 employees are satisfied, 17 employees are in neutral, 3 employees showed dissatisfaction and 3 employees are very dissatisfied, and 1 employee escaped this question.

In response to the question seventeen, the university's leadership has a clear vision of the future, 13 employees are very satisfied, 30 employees showed satisfaction, 10 employees remained neutral, 4 employees is very dissatisfied, but 1 employee escaped this question.

Survey question eighteen was about overall job satisfaction rate as of today, there are 5 employees are very satisfied, 27 employees are satisfied, 24 employees are in neutral, 2 employees are dissatisfied and 1 employee is very dissatisfied, but 1 employee escaped this question.

According to the questions 19, 20 and 21 of the survey interesting observation can be found as follows which has been exactly recorded from the respondents.

Table 1: Respondents' Response at a Glance

Questions	N/A	VS /Excellent	S/ Good	N/ Average	US/ Fair	VUS/ Poor
1. Work for its fantastic salary and the fringe benefits given.	1	3	24	17	11	4
2. Opportunity for scholarly pursuits		5	24	16	9	4
3. Teaching Load		8	28	12	9	2
4. Quality of Students		1	23	16	18	1
5. Office and Lab Space		11	32	7	7	2
6. Autonomy and independence		15	27	14	2	1
7. Professional relationship with other faculties		30	24	1	2	2
8. Social relationship with other faculties		22	29	6	2	
9. Job Security		8	29	14	6	2
10. Relationship with the administration		8	30	16	4	1
11. Opportunity to develop new ideas		9	26	17	7	1
12. Relationship with immediate Boss/Department Head/Pro-VC/VC etc.		27	25	5	1	1
13. Opportunity for promotion	1	4	31	14	8	1
14. Colleagues and the working environment is suitable		27	24	7	1	
15. Job opportunity for spouse	5	3	5	37	7	3
16. I feel that this University cares about me.		7	29	17	3	3
17. The university's leadership has a clear vision of the future.		13	30	10	4	2
18. Overall how do you rate your job satisfaction today?		5	27	24	2	1

Note: expressing the number of responded faculty about the factors of job satisfaction on five point likert scale.

Table 2: Overall the rate of Job satisfaction at a Glance

Status	Number of respondent	Percentage
Very satisfaction	5	8%
Satisfaction	27	45%
Neutral	24	40%
Dissatisfaction	2	3.33%
Very Dissatisfaction	2	3.33%

Table 2 represents the question where one can find the overall faculty's satisfaction working for their universities. It shows a very interesting observation. 24 respondents out of 60 say that they are neutral. In terms of satisfaction, one cannot be neutral if they are satisfied with their job. So, a large number of neutral faculties (40 percent) have drawn the attention of the researchers and it must be a concerned for the universities operating in Dhanmondi area not as of the negative result but as of an indicator to improve the satisfaction level of the faculties.

We can also see the job satisfaction of private university faculty member in Dhanmondi area by the following bar diagram.

Figure 1: Job Satisfaction at a glance

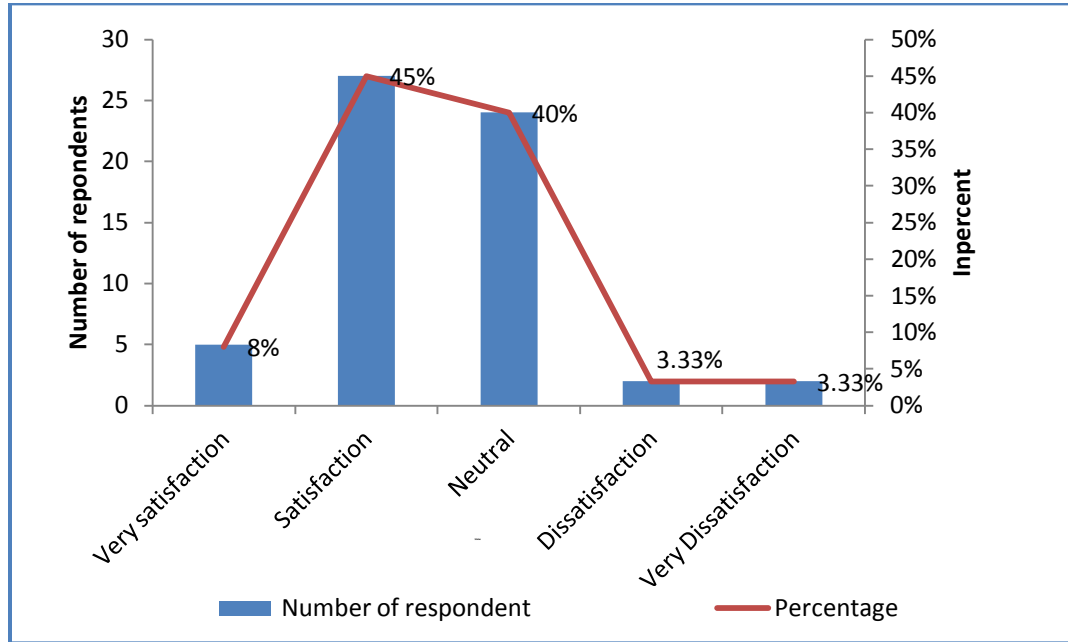


Table 3: Mean Average of the Total Number of Respondents (Descending order)

Position	Question Number	Survey Questions	Mean Average
1.	7	Professional relationship with other faculties	4.32
2.	14	Colleagues and the working environment is suitable	4.31
3.	12	Relationship with immediate Boss/Department Head/Pro-VC/VC etc.	4.29
4.	8	Social relationship with other faculties	4.2
5.	6	Autonomy and independence	3.9
6.	17	The university's leadership has a clear vision of the future.	3.81
7.	5	Office and Lab Space	3.73
8.	10	Relationship with the administration	3.68
9.	9	Job Security	3.59
10.	11	Opportunity to develop new ideas	3.58
11.	16	I feel that this University cares about me.	3.58
12.	18	Overall how do you rate your job satisfaction today?	3.56
13.	3	Teaching Load	3.53
14.	13	Opportunity for promotion	3.44
15.	2	Opportunity for scholarly pursuits	3.29
16.	1	Of its fantastic salary and the fringe benefits given.	3.13
17.	4	Quality of Students	3.08
18.	15	Job opportunity for spouse	2.72

Table 3 presents the mean average of all the questions of the survey and presented on a five points Likert scale. On this mean average table, the higher the average mean, the higher the satisfaction is. The process is simple. Each question consists of 5 points on the basis of Likert scale. One to five points has been assigned to each question where 1 point is given to very dissatisfaction and 5 points to very satisfaction. With regard to this, a five point Likert scale is given below:

5	4	3	2	1
Very satisfaction	Satisfaction	Neutral	Dissatisfaction	Very dissatisfaction

Now, multiplying the number of respondents with the each scale point for each question, and then adding up the total points of that particular question. After this, dividing the total points by the total number of respondents (60 responded in all questions) and this result is called the mean average of that particular question. The table is arranged in descending order from the highest mean average to the lowest for a better understanding of the survey result.

From the table 3 one can visualize the entire survey results. It reveals that faculties of 9 universities of Dhanmondi area, for the most part, are satisfied for their professional relationship with other faculties. On the other hand, the lowest mean score in question 15 (job opportunity for spouse) shows the least dissatisfaction. In addition, the factors of intake of quality students (mean 3.08), salary and fringe benefits that 1 receive (mean 3.13), opportunity for promotion (mean 3.29), if feel this university cares about me (mean 3.58) score under mean average of 4 points out of 5 points.

It is interesting to observe that salary and fringe benefits scored only 3.13 which have taken the place of 16th among 18 questions (excluding the open ended questions). This means faculties are not satisfied in terms of salary and the benefits of these universities in Dhanmondi, Dhaka, Bangladesh.

Table 4: Number of Respondent Faculty from different Department

N/A	BA	CSE	English	CEE	ELT	Food Science & Technology	Dept. of Public Health	Dept. of Education
1	31	6	12	2	1	3	1	3
1.67%	51.67%	10.00%	20.00%	3.33%	1.67%	5.00%	1.67%	5.00%

From the table 4 (which is the part of demographic study), it can be observed that majority of the faculty are from the Business School (51.67% of the total respondents), the second largest faculty are English department (20% of the total respondents) of among the 9 private University

in Dhanmondi area. Where, BA Stands for Business Administration, CSE for Computer Science and Engineering, CEE for Computer and Electrical Engineering, ELT for English Language Training. This may help the reader to understand that the respondent faculties are from which group of people.

Table 5: Designation of Faculty

N/A	Professor (Dean)	Asst. Professor	Professor (Head)	Sr. Lecturer	Lecturer
5	2	13	1	4	35
8.33%	3.33%	21.67%	1.67%	6.67%	58.33%

Table 5 shows an interesting picture of the study. The majority of the respondents (58.33%) are of lecturer position and the second largest respondent population is Assistant Professor (21.67%) and the other categories can be read from the table below. This picture of the study may indicate that young, fresh faculties are the larger population of the study. These new faculties are more valuable to provide quality than the senior ones. So, the result may be an important tool for these newly established universities to cultivate the job satisfaction among its faculties and ultimately would achieve the goal, i.e., quality education.

Table 6: Expressed in Percentage of the respondents

Question Number	Questions	N/A	VS/ Excellent	S/Good	N/ Average	US/ Fair	VUS/ Poor
1.	Of its fantastic salary and the fringe benefits given.	1.67%	5.00%	40.00%	28.33%	18.33%	6.67%
2.	Opportunity for scholarly pursuits		8.62%	42.38%	27.59%	15.52%	6.90%
3.	Teaching Load		13.56%	47.46%	20.34%	15.25%	3.39%
4.	Quality of Students		1.69%	38.98%	27.12%	30.51%	1.69%
5.	Office and Lab Space		18.64%	54.24%	11.86%	11.86%	3.39%
6.	Autonomy and independence		25.42%	45.76%	23.73%	3.39%	1.69%
7.	Professional relationship with other faculties		50.85%	40.68%	1.69%	3.39%	3.39%
8.	Social relationship with other faculties		37.29%	49.15%	10.17%	3.39%	0.00%
9.	Job Security		13.56%	49.15%	23.73%	10.17%	3.39%
10.	Relationship with the administration		13.56%	50.85%	27.12%	6.78%	1.69%
11.	Opportunity to develop new ideas		15.00%	43.33%	28.23%	11.67%	1.67%

12.	Relationship with immediate Boss/Department Head/Pro-VC/VC etc.		45.76%	42.37%	8.47%	1.69%	0.00%
13.	Opportunity for promotion	1.69%	6.78%	52.54%	23.73%	13.56%	1.69%
14.	Colleagues and the working environment is suitable	0.00%	45.76%	40.68%	11.86%	1.69%	0.00%
15.	Job opportunity for spouse	8.33%	5.00%	8.33%	61.67%	11.67%	5.00%
16.	I feel that this University cares about me.		11.86%	49.15%	28.81%	5.08%	5.08%
17.	The university's leadership has a clear vision of the future.		22.03%	50.85%	16.95%	6.78%	3.39%
18.	Overall how do you rate your job satisfaction today?		8.47%	45.76%	40.68%	3.39%	1.69%
19.		0.65%	19.07%	43.24%	23.15%	9.54%	2.87%

From this table it is clear that 19.07% of respondents are very satisfied with their job, 43.24% are satisfied, 23.15% are neutral, 9.54% are dissatisfied, and 2.87% are very dissatisfied with their job. In addition, one can read from each an individual question about the level of satisfaction of respondents.

CONCLUSIONS AND RECOMMENDATIONS

From the survey undertaken for the job satisfaction, it is worth mentioning that, as an important aspect for any educational institution, because if the teachers are not satisfied with their work it will be reflected on the students work as well. Some of the facts about the satisfaction level and the factors affecting them have been mentioned. Faculties are happy with the organizational factors like the professional relationship with other faculties, colleagues and working environment is suitable, relationship with immediate boss/supervisor, social relationship with other faculties; autonomy and independence of work (freedom of work) are few job satisfaction factors/reasons to work for these universities. The less satisfactory factors which are revealed in this study are: job opportunity for spouse, quality for students in take, salary and fringe benefits that are given to them, less opportunity for scholarly pursuits, opportunity for promotion, teaching load etc. some measures should be taken by the university to the faculties satisfied and retain them.

The Private University authority can take some steps to improve job satisfaction levels which are given below:

- a) Increase salary and fringe benefits (like Provident fund).
- b) Optimum teaching load.
- c) Allow benefits along with the study leave for foreign higher studies like M. Phil, PhD etc.
- d) Create the sense of job security.
- e) Provide logistic support, such as transportation facilities, good laboratory equipped with proper machines and tools, etc.

FUTURE DIRECTIONS

The findings of this research would serve as a basis for further studies of job satisfaction of faculty in any private or public university of Bangladesh. Policy makers in the universities could find benefit for their improvement in quality education. This study only concentrated on the perceptions of one group; i.e. private universities' faculty and concentrated in only Dhanmondi area. Further research can be administrated on this issue for all public and private universities' are available around the country. Probably, only then the overall expectations of universities' faculty can be portrayed and based on that findings, university can take proper steps for the betterment of the country. Also, a comparison between private and public Universities faculty's job satisfaction can enhance our quality education in the country.

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