

REVIEW OF LITERATURE ON THE STUDY OF JOB SATISFACTION OF TEACHERS OF HIGHER EDUCATIONAL INSTITUTIONS WITH SPECIAL REFERENCE TO INDIA

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Abstract *The main aim of this research paper is to summarize all the research work done by various researchers on the topic job satisfaction of teachers of higher educational institutions of India. In order to make this paper meaningful and helpful to other researchers the authors have left no stone unturned by reading and summarising articles from number of journals, thesis, literature reviews, and reviewed books available on the Internet. This article covers what all different factors were taken into consideration by different researchers to measure job satisfaction of faculty members, what statistics has been applied, how data are collected, and what the result of such research in higher education institutes is. From the review of literature it has been found out that job satisfaction is very critical aspect. Its level and factors affecting is different from person to person, place to place. So nothing can be standardised about it with full surety. It has also been found out that researchers have linked job satisfaction with job performance, job commitment, motivation, turnover, and much more. The paper tries to cover all studies based on job satisfaction of teachers of higher education in India. This paper is a contribution because nothing like this has been done before though there is research paper on foreign studies on job satisfaction of higher education teachers.*

Keywords: *Job Satisfaction, Factors Affecting Job Satisfaction, Self-Financed Colleges, Government Colleges, Hygiene Factors, Motivation Factors*

INTRODUCTION

The review of related literature is one of the most important activities of the entire research work. In fact it forms the foundation for the entire research without which the research work may be shallow and native and often duplicate the work already done by someone. Review of literature helps the researcher in developing an understanding of the research problem properly and acquaints researcher with the up-to-date knowledge and latest technique relevant to work. With the help of review of literature, researcher develops a clear-cut insight about the theoretical background of research problem and has an opportunity to use the best possible methodology in conducting research work.

There are different sources of literature like it is available in hardbound journal, online journals, newspapers, magazines, old thesis, and other research papers available on Internet and in various libraries of different colleges and of different cities. This article summarises more than 30 research papers related to job satisfaction of teachers of higher educational

Institutions of India which reveals that there is a large number of factors which affect job satisfaction of faculty members. This research paper is very useful in defining factors on which study has already been done and open more vistas for future research work.

REVIEW OF LITERATURE

Bhatt and Remigius (2015a) conducted a comparative study on selected MBA public and private college teachers of South Rajasthan to analyse their job satisfaction level. For their study researchers had taken various hygiene factors into consideration, they were working hours, enjoying at my college, colleagues, HOD/Dean/Principal/Director/Boss, responsibility, relation between management and teaching staff, remuneration, promotion, management style, flexible working hours, physical teaching condition, job security, and moral of colleagues. The researchers had used questionnaire designed on five point Likert scale to collect data from total twenty private and public MBA colleges of

South Rajasthan through stratified random sampling, from 220 faculty members. The analysis of data had been done by applying various statistical tools of descriptive statistics, multiple regression and ANOVA analysis through SPSS, version 19. The result of the study revealed that there exists a significant difference in the job satisfaction level of the private and public sector management teachers on various dimensions of physical teaching condition, flexible working hours, job security, and reward system. Moreover, public sector teachers were found to be more satisfied as compared to private management teachers.

Bhatt and Remigius (2015b) conducted a comparative study on MBA college teachers of South Rajasthan to analyse their job satisfaction level on the basis of various motivational factors. The researchers had used questionnaire designed on five point Likert scale to collect data from 220 faculty members of MBA colleges of South Rajasthan, through stratified random sampling. The analysis of data had been done by applying various statistical tools of descriptive statistics, multiple regression, and ANOVA analysis through SPSS, version 19. The result of the study revealed that job satisfaction level of management teachers of South Rajasthan is highly influenced by three motivational factors and they are cooperation from colleagues, opportunities to make decision and freedom of adopting working methods/responsibility.

Fredrick (2015) conducted a study on MBA college teachers of Madurai city to analyse various factors that influence their job satisfaction level. The researcher had taken various factors into consideration which were carrier growth, financial growth, working condition, demographic factors, and recognition. The researcher had used structured questionnaire to collect data from fifty faculty members of MBA college of Madurai city, through convenience sampling method. The data were analysed through Karl Pearson Correlation coefficient and Chi-square. The result of the study revealed that job satisfaction of faculty members is positively associated with various factors like carrier growth, financial reward, working condition, demographic variables and recognition. Any rise in these factors will lead to increment in job satisfaction level of faculty members.

Yoganandan and Sowndarya (2015) conducted a study on engineering college's faculty members of Namakkal district to analyse their job satisfaction level. For their study, the researchers had taken various factors into consideration; they were pay, promotion opportunities, working conditions, job security, relationship with co-workers, and fringe benefits. The researcher has used questionnaire to collect data from 200 faculty members of three engineering colleges of Namakkal district. The analysis of data had been done by applying various statistical tools of frequency, chi-square and t-test, through SPSS. The result of the study revealed that there is no significant difference between Job

satisfaction level of teachers and genders but there exists a relationship between various factors affecting work and family commitments and genders, experience and level of satisfaction. In short, majority of faculty members of these engineering colleges were satisfied with their job on various dimensions of working condition, job security, and their relationship with co-workers.

Thirumaran and Ramasethu (2015) conducted a study on Arts and Science college faculty members of Coimbatore district, Tamil Nadu to analyse their job satisfaction level. For their study, researchers had taken various factors into consideration; they were working condition, employee training, salary, empowerment, and relationship with supervisor, co-workers and management. The researchers had used questionnaire designed on five point Likert scale to collect data from 100 faculty members of educational institutions of Coimbatore district, through simple random sampling method. The analysis of data had been done by applying various statistical tools of simple percentage and Chi-square method. The result of the study revealed that there is no significant difference between male and female faculty member's satisfaction level for professional progress and relationship with superior, management and co-workers. They were satisfied with their motivational as well as hygiene factors of satisfaction. In short, overall job satisfaction among Arts and Science college faculty was neutral.

Singh (2015) conducted a comparative study on faculty member of professional and non-professional institutions in Punjab to analyse the impact of turnover intention on their job satisfaction level. The researcher has taken various factors into consideration; they are independence, variety, social status, supervision, supervision-technical, moral values, job security, social service authority, ability utilisation, company policies and practices, compensation, advancement, responsibility, creativity, working condition, co-workers, recognition, achievement, and activity. The researcher had used Minnesota job satisfaction questionnaire designed on five point Likert scale to collect data through non-probability sampling method from 258 faculty members of professional institutions and 258 faculty members of non-professional institutions of five districts of Punjab. The analysis of data had been done by applying various statistical tools of frequency count, mean, standard deviation, two-way ANOVA, correlation measure and P value through Graph Pad Prism software. The result of the study revealed that there exist a significance difference between job satisfaction levels of faculty members of professional and non-professional institutions in Punjab. Non-professional institutions' faculty members were found to be more satisfied as compared to professional institutions faculty members. It was also found that professional institution faculty members were more inclined to leave their present job as compared to non-professional institution faculty members. Thus, it can be interpreted that there exists a negative relationship

between job satisfaction level of both college's teachers and their turnover intentions.

Kishor and Suryawanshi (2015) conducted a study in Maharashtra state to measure university teacher's job satisfaction level. The researchers had taken various factors into consideration and they are pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work, and communication. The researchers had used questionnaire designed on five point Likert scale to collect data through stratified random sampling from 274 faculty members of five Maharashtra University. The data had been analysed by applying statistical tools of Arithmetic Mean, Standard Deviation and One Way ANOVA. The result of the study revealed that maximum faculty members had average level of satisfaction. They were satisfied with their job nature but not satisfied with its operating procedure. Moreover, there exists a significance difference in the job satisfaction level of university teachers based on age and educational level but there is no significant difference in the level of job satisfaction of university teachers based on gender.

Srivastava and Mogra (2015) conducted a study in Udaipur city, Rajasthan on male and female faculty members of higher educational institutions to analyse their job satisfaction level. For their study researchers had taken various factors into consideration; they are peer relationship, work environment, administration, and economic factor. The researchers had used self-designed questionnaire to collect data from 64 college teachers of six educational institutions of higher education in Udaipur city through stratified random sampling. The analysis of data had been done by applying various statistical tools of frequency and percentage, Weighted Mean Score, Mean, Standard deviation and T-test. The result of the study revealed that majority of faculty members had moderate level of job satisfaction. Their job satisfaction is influenced by peer relationship, working environment and administrative factors. It also showed that Job satisfaction level of male and female faculty members of these institutions was also different. Female faculty members were found to be more satisfied as compared to male faculty members.

Jain and Singh (2015) conducted a study in colleges of Ludhiana to assess how different factors affect motivation and job satisfaction level of faculty members working in these colleges. For their research work the researchers had taken various motivational factors into consideration; they were choice of teaching as profession, class room environment, socio-economic environment, students' behaviour, examination stress, reward, and self-control. At the same time various satisfaction factors considered by researchers were compensation, external factors, in-service training, motivation to teach, emotional factors, pre-service preparation. The researchers had used close-ended questionnaire and interview method to collect the data,

through stratified random sampling method from 150 faculty members of five colleges of Ludhiana. The analysis of data had been done by applying various statistical tools of mean and standard deviation. The result of the study revealed that various motivational factors like students' behaviour, examination stress, and reward affect the performance of faculty members. At the same time various job satisfaction factors motivation to teach, emotional factors and external factors affect the performance of faculty members.

Srivalli and Vijayalakshmi (2015) conducted a study on engineering college faculty members of Nellore district, Andhra Pradesh to know how interpersonal relationship and workload influence their job satisfaction level. The researchers had used questionnaire designed on five point Likert scale to collect data through convenience sampling method from 120 faculty members of six engineering colleges of Nellore district. The analysis of data had been done by applying various statistical tools of descriptive analysis and correlation. The result of the study revealed that strong interpersonal relationship positively influence job satisfaction level of faculty members. It means when interpersonal relationship were improving, job satisfaction level also increases and vice-versa. On the other hand, workload is negatively associated with job satisfaction. It means increase in the workload lead to decrease in the job satisfaction level of faculty members.

Bordhan (2015) conducted a study on faculty members of secondary level at Kamrup and Nagaon Districts of Assam, to analyse how sex, educational qualification, teaching experience, and age influence their job satisfaction level. The researchers had used job satisfaction Scale standardised by S P Anand (1993), designed on five point Likert scale to collect data through multiple stage sampling method from 80 faculty members often B.Ed colleges. The analysis of data had been done by applying various statistical tools of percentage and T-Test. The result of the study revealed that different gender, educational qualification, experience and age play an important role in influencing job satisfaction of faculty members differently. It also revealed that, less than 50 percent faculty members were highly satisfied in these institutions even in which ratio of female faculty members was high.

Unnamalai (2015) conducted a study in Arts and Science colleges of Tiruchirapalli to know how different factors affect job satisfaction and performance of faculty members of these colleges. The researcher had taken various factors into consideration which are pay, gender, promotional opportunities, supervision, work schedule, physical environment and interpersonal relationship. The researcher had used questionnaire to collect the data from 100 faculty members situated in a radius of 10 km of Rockfort town of Tiruchirapalli. The analysis of data had been done by applying various statistical tools of correlation and T-test. The result

of the study revealed that salary, working environment, promotional opportunity, and interpersonal relationship play an important role in influencing job satisfaction of faculty members.

Poornachandrika (2015) conducted a study in the university of Hyderabad and Secunderabad to know the relationship between organisational commitment and job satisfaction. The researcher had used questionnaire designed on five point Likert scale to collect data through stratified random sampling from 200 faculty members of the universities of Hyderabad and Secunderabad. The analysis of data had been done by applying various statistical tools of Arithmetic mean, Standard deviation, one way ANOVA analysis, Pearson product Movement, Coefficient Correlation, and Regression analysis. The result of the study revealed that maximum faculty members had an average level of job satisfaction and there exists a significant and positive relationship between job satisfaction and organisational commitment. It means when job satisfaction increases organisational commitment also increases.

Dhayalan and Maran (2015) conducted a study in self-financed engineering colleges of Chennai city to analyse the impact of rewards and benefits on job satisfaction of faculty members working in these colleges. The researcher had used the questionnaire to collect data from 732 faculty members of various self-financed engineering colleges in and around Chennai city. The result of the study revealed that rewards and benefits play a major role in influencing job satisfaction of faculty members working in these colleges.

Saifee and Suchak (2015) conducted a study in management colleges of Nagpur to measure faculty member's job satisfaction level. For their research work the researchers had taken 20 factors into consideration, viz. work environment, cooperation of peers, delegation of work, opportunity for growth, level of stress, fair rewards, delegation of authority, opportunity for career advancement, job security, quality of students, relation with top management, communication process, relationship with students, recruitment practices, attention paid to suggestions, infrastructure facilities, variety in work, fair compensation package, appraisal system, and grievance mechanism. The researchers had used questionnaire designed on Likert scale to collect data from 50 Management faculty members of Nagpur Management colleges. The data had been analysed by applying various statistical tools of T-test and ANOVA analysis. The result of the study revealed that there is gender wise difference in the job satisfaction level of faculty members. Moreover, academic experience also influences their job satisfaction and there were few dimensions on which faculty members were not satisfied they were job security, delegation of authority, grievance mechanism of the institute, fair rewards and quality of students. The dimensions on which they are highly satisfied were variety in work, infrastructure facilities,

attention paid to suggestions, relationship with students, co-operation of peers.

Ahluwalia and Preet (2014) conducted a study on faculty members of colleges and University of Amritsar and Jalandhar to analyse how different factors affect their job satisfaction level. For their research work the researchers had taken various dimensions into consideration they were possibility of growth and administration, salary and monetary growth, hygiene and infrastructure, possibility of turnover, cooperation and coordination, interpersonal relationship and unbiased administration. The researchers had used questionnaire designed on five point Likert scale to collect data from colleges and universities of Amritsar and Jalandhar. The analysis of data had been done by applying various statistical tools of factor analysis and T-test. The result of the study revealed that there exist differences in the job satisfaction level of males and females faculty members. Males were highly affected by fair amount for the work, perks & other benefits of job whereas females were highly affected by working condition and professional growth. It also revealed that job satisfaction of faculty members is highly influenced by possibility of growth and administration, salary and monetary growth, hygiene and infrastructure, possibility of turnover, cooperation and coordination, interpersonal relationship, and unbiased administration.

Uddin and Dutta (2014) conducted a study on faculty members of Hailakandi district, Assam to analyse their job satisfaction level and personal interest. For their research work researchers had taken various independent factors into consideration, for personal interest of teachers; they were temperament of teachers, pleasure in teaching, proud in profession, interest in teaching, ideal job, passion, prestigious job, onerous job, and teacher's sense of humour. The researchers had used self developed questionnaire to collect data from seven degree colleges through simple random sampling of Hailakandi district. For the analysis of data researcher had used simple percentage method. The result of the study revealed that faculty members of Hailakandi district were satisfied with their job. For them teaching is an ideal and passionate job and no other job is as prestigious as teaching.

Shamina (2014) conducted a study in self-financed colleges affiliated to Bharathiar University, Coimbatore to analyse how job satisfaction influence professional commitment of faculty members working in these colleges. The researcher had taken various factors into consideration they were work itself, supervision, pay, co-workers, and promotional opportunities. The researcher had used questionnaire designed on five point Likert scale to collect data from 250 faculty members of these self-financing institutes through simple random method. For the analysis of data researcher had used various statistical tools of correlation matrix, T-Test, ANOVA and regression analysis. The result

of the study revealed that faculty members were highly satisfied on various dimensions of supervisor, co-workers, compensation, work-itself and opportunities of advancement whereas professional commitment is influenced by nature of work, salary satisfaction, and quality supervision.

Hooda and Singh (2014) conducted a study on graduation and post-graduation level faculty members of government and private institutions of Delhi and Haryana to analyse their job satisfaction level. For their research, the researchers had taken 56 factors into consideration which were grouped under four heads, viz. leadership, motivation, rewards, and expectations. The researcher had used questionnaire designed on five point Likert scale to collect data through stratified random sampling from 100 faculty members of the Universities and institutions of NCR and Haryana-Sonipat and Rohtak. The analysis of data had been done by applying various statistical tools of Levine's test, Skewness, Kurtosis, Karl Pearson's Coefficient of Correlation. The result of the study revealed that leadership behaviour of heads, rewards for their work done, and working environment play an important role in influencing job satisfaction level of faculty members working in these colleges and institutions.

Badawy, Srivastava, and Sadek (2014) conducted a comparative study between India and Egypt on faculty members working in higher educational institutions to measure the relationship between emotional intelligence (EI), job satisfaction (JS), and organisational learning capability (OLC). The data were collected through questionnaire from 100 faculty members of higher education institutions situated in Noida and 100 faculty members of higher education institutions situated in Cairo, Egypt. The study had used standardised scales for EI, JS, and OLC variables. The analysis of data was done through SPSS, version 17 by applying various statistical tools of Karl Pearson coefficient of correlation, t-test and regression analysis. The result of the study revealed that for both the countries there exists a significant relationship between organisational learning capability and job satisfaction whereas no relationship was found between emotional intelligence and job satisfaction. It was also found out that in India, there exists no relationship between OLC and EI but in Egypt there exists a relationship between OLC and EI. Another main finding of this study is that in Egypt, when OLC is high then there exists a positive relationship between EI-JS and vice-versa. It is important to highlight that this study is first comparative study on the topic of emotional intelligence and job satisfaction between two countries, Egypt and India.

Nigam and Jain (2014) conducted a study on faculty members working in University of Delhi to measure their job satisfaction level and whether their designation in organisational hierarchy influences their job satisfaction level. The researchers had taken various factors into consideration clubbed under five aspects which are nature

of job, benefits from job, social relation, managerial aspects, and infrastructure facility. The researchers had used questionnaire designed on five point Likert scale to collect data from 163 faculty members working in 18 different colleges of Delhi University. The analysis of the data had been done by applying various statistical tools of mean and median, T-test, ANOVA, coefficient of reliability, and test of homogeneity of variance. The result of the study revealed that majority of faculty members were satisfied with their job, however there exists a significant difference in the job satisfaction level of faculty members who were working at same designation but in different streams.

Datta (2013) conducted a study on faculty members working in government and private polytechnic colleges of Dhule city of Rajasthan to assess how job satisfaction level influences their performance. The researcher had taken various factors into consideration; they are pay, promotion, fringe benefits, supervision, contingent rewards, operating condition, co-workers, nature of work, communication, and turnover. The researcher had used job satisfaction scale by Paul. E. Spector (1994) and job performance scale by A.P. Singh and D.N. Pestonjee (1981) to collect data from 15 private and 15 government polytechnic teachers of Rajasthan. The analysis of data had been done by applying various statistical tools of mean, standard deviation, and T-test. The result of the study revealed that performance of faculty members in both private and government colleges depends upon different aspects of job rather than on job satisfaction. At the same time it also reveals that there exists a significant difference between government and private polytechnics faculty members on the dimensions of promotion, respect to co-workers, and communication factor.

Nandan and Krishna (2013) conducted a study on faculty members working in management education institutions in Andhra Pradesh to analyze their job satisfaction level. The researchers had taken various factors into consideration which were motivation, work itself, working conditions, working relations, organisations policies & procedures, pay and benefits, teaching performance, research performance, strengths & opportunities, and stress. The result of the study revealed that job satisfaction of faculty members working in these institutes is highly influenced by pay, benefits, motivation, working relations, policies and procedures, work itself, performance, working condition, and research performance whereas there exists a negative relationship between stress and job satisfaction. It indicates when stress increases job satisfaction decreases and vice-versa. It also shows that job satisfaction level among the faculty members varies according to designation, qualification, age, and experience. Moreover, it also revealed that level of job satisfaction is also different in different colleges and universities, like it is higher in Central University but starts declining in state universities, deemed universities,

autonomous colleges, affiliated colleges, and standalone institutions of AICTE.

Vijai Anand (2013) conducted a study on faculty members working in B-schools in India to measure their job satisfaction level. The researcher had taken factors into consideration; they were pay, promotion opportunities, work schedule flexibility, and supervision. The researcher had used self-administered questionnaire to collect data from faculty members of B-Schools of India. The analysis of data was done through Structural Equation Modelling in LISREL 8.50. The result of the study revealed that faculty members working in Indian B-schools were satisfied on all the dimensions except with the variable satisfaction with Supervision.

Saraswati (2013) conducted a comparative study between government and private colleges' faculty members of Delhi to measure their job satisfaction level. The researcher had taken various dimensions into consideration which were general working condition, pay and promotion potential, work relationship, use of skills and abilities, and work activities. The researcher had used job satisfaction scale to collect data from 500 faculty members of government and private colleges of Delhi. The analysis of the data had been done by using simple percentage. The result of the study revealed that faculty members working in government colleges of Delhi were more satisfied on all the dimensions as compared to faculty members of private colleges in Delhi.

Swaminathan and Jawahar (2013) conducted a study on faculty members of higher education institutions of Tamil Nadu to analyse relationship between job satisfaction (JS) and organisational citizenship behaviour (OCB). The researchers had used questionnaire from Wong (2010) for job satisfaction, which had five sub-sections and Organ (1988) for organisational citizenship behaviour, which had 20 sub-sections, to collect data from 252 faculty members of science, arts, engineering institutions of Tamil Nadu. The analysis of the data had been done on SPSS, version 18 by applying various statistical tools of factor analysis, correlation and regression analysis. The result of the study revealed that there exists a moderate relationship between job satisfaction and organisational citizenship behaviour (OCB) but there are other factors too which influence faculty's job satisfaction.

Xavier, Muthukumar, and Sugukumar (2013) conducted a study in management institutions across Thanjavur, South Tamil Nadu to analyse job satisfaction among faculty members towards infrastructure and professional development. The researchers had used questionnaire designed on five point Likert scale to collect data through stratified random sampling from 400 faculty members of Management Institutions across Thanjavur, South Tamil Nadu. The analysis of data had been done through SPSS,

version 16 by applying statistical tool of ANOVA analysis. The result of the study revealed that the faculty members of these management institutions were highly satisfied by the professional development activities of these institutions.

Nisar, Zafar, Mahmood, Sohail, Sher, and Safdar (2012) conducted a study in University of Punjab to analyse the influence of pay satisfaction and workplace milieu on faculty job satisfaction level. The researchers had used structured questionnaire to collect data through stratified sampling method from 200 faculty members of University of Punjab. The analysis of data had been done by applying various statistical tools of descriptive statistics and Fisher's exact test. The result of the study revealed that there exists a positive relationship between pay satisfaction and job satisfaction. It means when pay raises then job satisfaction of faculty members also rises and vice-versa. At the same time work place milieu does not affect the job satisfaction level of faculty members.

Shetty and Gujarathi. (2012) conducted a study in management institutes of Nasik, affiliated to Pune University, to analyse firstly, factors affecting faculty job satisfaction and students overall satisfaction and secondly the impact of faculty job satisfaction on student satisfaction level. The researchers had taken various independent factors into consideration to measure teacher's job satisfaction level they were employment condition, work environment, teaching climate, professional development and institute's culture and value. Faculties were also asked to assign rank to six factors each associated with their attrition and retention. Attrition factors were no future growth, job security, lack of support and freedom by the director, low salary, poor relationship with colleagues, personal/family reason. Retention factors were promotion and career advancement, salary and leave benefits, cooperation and support from higher levels, working conditions, good relation with colleagues, family support. To measure students' satisfaction various dependent factors were taken into consideration which were divided into two dimensions. First dimension was related to faculty like faculty's concern for students, competent and knowledgeable faculty, quality of interaction between faculty and students, faculty's expectations from students and soon. The second dimension was related to institute, campus interviews, availability of academic advisors or counsellors, amount of financial aid/scholarships available, additional training in form of workshops & seminars, reputation of the institute. At the same time both students and faculty members were required to rank a matrix consist of five factors they were self interest and competency, faculty leaving during an academic year, faculty retention throughout the completion of course, facilities provided by institute, family support. The researchers had used separate questionnaire to collect data from 48 faculty members and 147 students of management institutes of Nasik district

affiliated to University of Pune, through convenience sampling method. The researcher had used Chi-square test for the analysis of data. The result of the study revealed that primary determinant of faculty job satisfaction of these institutes is professional growth and development in order to secure better positions in future and salary is secondary determinant. It also revealed difference in faculty views and students' views on students' performance and overall satisfaction. According to students faculty leaving job during the academic year as well as during the course highly impact performance and satisfaction. According to faculty members students' self-interest and competency is responsible for their performance and their overall satisfaction is influenced by facilities provided by institute. This research paper also spread the concept of Human Sigma, which indicated that in order to satisfy students, faculties need to be retained and satisfied.

Azmi and Sharma (2012) conducted a study on B-schools in India to observe how various job related dimensions influences job satisfaction of faculty members working in these B-schools. The researchers had taken various independent factors into consideration viz. pay, promotional opportunities, supervision, and work schedule flexibility. The researchers had used questionnaire to collect data from 310 faculty members from B-school faculty members of Uttar Pradesh and NCR. The data were analysed through LISREL 8.50 by applying using SEM and MLE i.e. Maximum Likelihood Estimation. The result of the study revealed that there exists a positive relationship between faculty job satisfaction and pay, supervision, work-schedule flexibility. It indicated that when there is rise in these factors then there is rise in faculty's job satisfaction level too. But promotional opportunities are the only factor which does not play an important role in influencing job satisfaction level of faculty members.

Munshi (2012) conducted a comparative study on faculty members of different MBA colleges of Gujrat to analyse their job satisfaction level. The researcher had used questionnaire designed on normal scale and Five point likert Scale to collect data from 172 faculty members working in different MBA colleges of Gujarat. The analysis of data had been done through SPSS, by applying various statistical of Chi-Square, Phi Correlation Coefficient, Cramer's V, Contingency Coefficient, and Eta. The result of the study revealed that job satisfaction of faculty members is influenced by total years of experience, age, intake capacity of students but salary and length of service do not play any role in influencing their job satisfaction level.

Sugukumar and Raja (2011) conducted a study on twelve arts and science colleges of Thanjavur, Tamil Nadu to analyse job satisfaction of faculty members towards working condition and compensation. The researchers had taken two main variables, working condition and compensation, into

consideration which were divided into various dimensions. Working condition is divided into six dimensions like management is supportive, decision making opportunity, routine work, interpersonal relationship, parental support and care, and student behaviour. Compensation is divided into two dimensions like monetary benefits and non-monetary benefits. The researchers had used questionnaire to collect data from 400 faculty members of twelve arts and science self-financing institute of Thanjavur. The analysis of data had been done by applying various statistical tools of simple percentage, mean, standard deviation, T-test and chi-square test. The result of the study revealed that working condition and compensation play an important role in influencing job satisfaction of faculty members. Good working condition and high monetary benefits increases faculty job satisfaction and vice-versa.

Patrick (2010) conducted a study on B-school faculty members of Bangalore, Chennai, Bombay and Delhi to analyse relationship between job satisfaction and big five personality traits. At the same time it also aims to find out that does demographics factors (gender, age group, marital status) influences job satisfaction (intrinsic, extrinsic and general) and personality traits (conscientiousness, agreeableness, neuroticism, openness, and extraversion) of faculty members. The data were collected through standardised tools of The Big Five Inventory (BFI) which is a 44 Question Personality Test and Minnesota Satisfaction Questionnaire from 175 faculty members of 25 business schools from Bangalore, Chennai, Bombay, and Delhi. The questionnaire was mailed to 300 faculty members chosen randomly. The analysis of data had been done by applying statistical tools of ANOVA test. The result of the study revealed that there exists a relationship between neuroticism and extraversion, with job satisfaction. It also shows it is beneficial for the institutes to conduct personality test before hiring faculty members as high job satisfaction lead to higher level of effectiveness and productivity. Moreover it also reveals that female faculty members are more satisfied as compared to male faculty members on extrinsic job satisfaction dimension. Faculty members below 30 years of age are more satisfied in their job and marital status does play any role in influencing faculty job satisfaction. Thus institutes should focus on female and young teachers while hiring the faculty members rather than their marital status.

Devi (2006) conducted a study in the universities of Andhra Pradesh to analyse job satisfaction level of faculty members. The researcher had taken 22 factors into consideration which were grouped under five heads; they were nature of the job, benefits of the job, managerial aspects, social relation, and facilities. The researcher had used questionnaire to collect data from 200 faculty members - 100 members from Central University of Hyderabad and 100 members from State University, Sri Krishnadevaraya University of

Andhra Pradesh. The analysis of data had been done by applying various statistical tools of correlation, regression, co-efficient of reliability, T-test, Chi-square, arithmetic mean, and median. The result of the study revealed that faculty members of Central University were more satisfied as compared to faculty members of State University. It also revealed that faculty members of both the universities were satisfied on the dimension of nature of job and dissatisfied

on the dimension of facilities provided to them. The result of the study also revealed that in both the universities average satisfaction score and need met score were also related.

CONCLUSION

The conclusion of the studies is briefly presented in Table 1.

Table 1: Conclusion of Studies by Various Researchers

S.No	Authors & year of publication.	Conclusion
1.	Bhatt and Remigius (2015a)	The job satisfaction level of the private and public sector management teachers of South Rajasthan differs on the dimensions of physical teaching condition, flexible working hours, job security and reward system.
2.	Bhatt and Remigius (2015b)	Cooperation from colleagues, opportunities to make decision and freedom of adopting working methods/responsibility influence the job satisfaction level of management teachers of South Rajasthan.
3.	Fredrick (2015)	Job satisfaction of faculty members of MBA colleges of Madurai city is positively associated with various factors like carrier growth, financial reward, working condition, demographic variables and recognition.
4.	Yoganandan and Sowndarya (2015)	Gender does not influence the job satisfaction level among the faculty members of engineering Colleges of Namakkal but there exists a relationship between various factors affecting work and family commitments and genders, experience and level of satisfaction.
5.	Thirumaran and Ramasethu (2015)	Overall, faculty members of arts and science college of Coimbatore, Tamil Nadu were satisfied with their job.
6.	Singh (2015)	Faculty members of non-professional institutes of Punjab were more satisfied as compared to professional institutes' faculty members.
7.	Kishor and Suryawan-shi (2015)	The job satisfaction level of university teachers of Maharashtra is influenced by age and educational level but it is not influenced by gender.
8.	Srivastava and Mogra (2015)	Female faculties of Udaipur city institutions members were found to be more satisfied as compared to male faculty members.
9.	Jain and Singh (2015)	The performance of faculty members of Ludhiana was highly influenced by various motivational as well as job satisfaction factors. Motivational factors were students' behaviour, examination stress and reward. Job satisfaction factors were motivation to teach, emotional factors and external factors.
10.	Srivalli and Vijayalakshmi (2015)	The job satisfaction level of faculty members of Engineering colleges of Nellore city, Andhra Pradesh is positively associated with interpersonal relationship whereas it is negatively associated with workload.
11.	Bordhan (2015)	The job satisfaction level of faculty members of Kamrup and Nagaon districts of Assam is highly influenced by gender, educational qualification, experience and age.
12.	Unnamalai (2015)	Salary, working environment, promotional opportunity and interpersonal relationship play an important role in influencing job satisfaction of faculty members of arts and science Colleges of Tiruchirapalli.
13.	Poornachandrika (2015)	The maximum faculty members of colleges of Hyderabad and Secundrabad were moderately satisfied with their job. Moreover, there exists a significant and positive relationship between job satisfaction and organisational commitment.
14.	Dhayalan and Maran (2015)	The job satisfaction level of faculty members working in self-financed engineering colleges of Chennai is influenced by reward and benefits.
15.	Saiffee and Suchak (2015)	The result of the study revealed that there is gender wise difference in the job satisfaction level of faculty members of management colleges of Nagpur. Moreover, academic experience also influences their job satisfaction.
16.	Ahluwalia and Preet (2014)	The job satisfaction level of male faculty members of University of Amritsar and Jalandhar was highly influenced by fair amount for the work, perks & other benefits of job whereas females were highly affected by working condition and professional growth.
17.	Uddin and Dutta (2014)	For the faculty members of Hailakandi district, Assam, teaching is an ideal and passionate job and no other job is as prestigious as teaching. They were satisfied with their job.
18.	Shamina (2014)	The faculty members of self-financing colleges of Bharathiar University, Coimbatore were satisfied with their job but their professional commitment is influenced by nature of work, salary satisfaction and quality supervision.

S.No	Authors & year of publication.	Conclusion
19.	Hooda and Singh (2014)	The job satisfaction level of faculty members working in government colleges and private institutions of Delhi and Haryana is influenced by leadership behaviour of heads, rewards for their work done and working environment.
20.	Badawy, Srivastava and Sadek (2014)	The result of the study revealed that for both the countries (India and Egypt) there exists a significant relationship between organisational learning capability and job satisfaction whereas there is no relationship was found between emotional intelligence and job satisfaction.
21.	Nigam and Jain (2014)	The faculty members of Delhi University were found to be satisfied with their job but difference in satisfaction level of faculty members exists who were working at same designation but in different streams.
22.	Datta (2013)	The performance of faculty members of private and government colleges of Dhule city of Rajasthan depends upon different aspects of job rather than on job satisfaction.
23.	Nandan and Krishna (2013)	For the faculty members working in management education institutes of Andhra Pradesh, job satisfaction level vary according to designation, qualification, age and experience. Pay, benefits, motivation, working relations, policies and procedures, work itself, performance, working condition, research performance play an important role in influencing their satisfaction level. Moreover, there exists a negative relationship between stress and job satisfaction.
24.	Anand (2013)	The faculty members working in Indian B-schools were not satisfied with their supervision.
25.	Saraswati (2013)	The faculty members of government colleges of Delhi were more satisfied on all the dimensions as compared to faculty members of private colleges in Delhi.
26.	Swaminathan and Jawahar (2013)	The result of the study revealed that there exists a moderate relationship between job satisfaction and organisational citizenship behaviour (OCB) but there are other factors too which influence faculty job satisfaction.
27.	Xavier, Muthukumar and Sugukumar (2013)	The faculty members of management institutions across Thanjavur, South Tamil Nadu were highly satisfied by the professional development activities of these institutions.
28.	Nisar et al. (2012)	For the faculty members of University of Punjab, pay plays an important role in influencing their job satisfaction level but work place milieu does not affect their satisfaction level.
29.	Shetty and Gujarathi (2012)	For the faculty members of management institutes of Nasik, salary is secondary factor in influencing their satisfaction level whereas professional growth and development play major role in influencing their satisfaction level because these two factors influence their future growth. Moreover, there also exists a difference in faculty views and students' views on students' performance and overall satisfaction. According to students, faculty leaving job during the academic year as well as during the course highly impact performance and satisfaction. According to faculty members, students' self-interest and competency are responsible for their performance and their overall satisfaction is influenced by facilities provided by institute.
30.	Azmi and Sharma (2012)	Pay, supervision, work-schedule flexibility positively influence the satisfaction level of faculty members of B-schools in India but promotional opportunities does not play an important role in influencing it.
31.	Munshi (2012)	For the faculty members of MBA colleges of Gujarat, salary and length of service do not play any role in influencing their satisfaction level whereas it is highly influenced by total years of experience, age, intake capacity of students.
32.	Sugukumar and Raja (2011)	The job satisfaction level of arts and science college of Thanjavur, Tamil Nadu is highly influenced by compensation and working condition.
33.	Patrick (2010)	The result of the study revealed that in order to achieve higher level of effectiveness and productivity institutes should conduct personality test before hiring faculty members because there exists a relationship between neuroticism and extraversion, with job satisfaction.
34.	Devi (2006)	The result of the study revealed that faculty members of Central University were more satisfied as compared to faculty members of State University of Andhra Pradesh.

Thus, on the basis of above data it can be concluded that though lots of research work has been done on faculty job satisfaction in different states of India but none of the research work shows that same factors affecting faculty's job satisfaction in the same way. Like for some faculty members salary plays an important role in influencing job satisfaction while others are neutral to it. It is because of this reason it is and will always be a topic of intense research. It is due to continuous

research on this topic, a number of factors were added to the list and number of factors will keep on adding to it. It also highlights that faculty members of government colleges were more satisfied and stick to their jobs as compared to faculty members of private colleges.

Moreover, the development of nation is in the hands of teachers, hence their satisfaction with their job is very

important. The satisfaction of teachers of every school and college is the responsibility of management. It is their duty to analyse factors affecting faculty job satisfaction and taking action against it, in order to retain talented faculty members in their institutes.

This paper highlights that though lots of research work has been done in India on job satisfaction of teachers of higher education institutions but still a lot of research work is required to be done in various states of India. This article will open new vistas for research and very helpful for upcoming researchers and the present researchers.

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