

A STUDY ON JOB SATISFACTION OF NON TEACHING EMPLOYEE IN HIGHER EDUCATIONAL INSTITUTIONS

Submitted in partial fulfillment of the requirements for the award of

Bachelor of Commerce

by

GOPICA.M

REGISTERNO: 41740009



SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

CATEGORY-1 UNIVERSITY BY UGC

Accredited with Grade "A++" by NAAC | 12B Status by UGC | Approved by AICTE

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

APRIL - 2024



SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

CATEGORY-I UNIVERSITY BY UGC

Accredited "A++" Grade by NAAC | 12B Status by UGC | Approved by AICTE

www.sathyabama.ac.in

BONAFIDECERTIFICATE

This is to certify that this Project Report is the bonafide work of **GOPICA.M, (4174009)** who carried out the Project entitled **“A STUDY ON JOB SATISFACTION OF NON TEACHING STAFF IN HIGHER EDUCATIONAL INSTITUTION”** under my supervision for a period of 3 months from JAN 2024 to MAR 2024.

Dr.TR. KALAI LAKSHMI
M.A.,MBA,M.PHIL,PH.D
Internal guide

Dr. A.PALANI
HOD

Dr. BHUVANESWI.G
Dean-School of Management Studies

Submitted for Viva Voce Examination held on _____

Internal Examiner

External Examiner

DECLARATION

I **GOPICA.M, (41740009)** hereby declare that the Project Report “**A STUDY ON JOB SATISFACTION OF NON TEACHING STAFF IN HIGHER EDUCATIONAL INSTITUTIONS** ” done by me under the guidance of **DR. TR. KALAILAKSHMI M.A., MBA, M.Phil , Ph.D** ,Associate Professor ,School of Management studies is submitted in partial fulfilment of the requirements for the award of bachelor of commerce degree.

DATE:

PLACE:

GOPICA M

ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to the Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my thanks to **Dr. Bhuvaneswari G. MBA, Ph.D.,** Dean, School of Management Studies and **Dr. Palani A.MBA Ph.D** , Head of the Department, for providing me necessary support during the progressive reviews.

I would like to express my deep sense of gratitude to my Project Guide and Associate Professor **Dr. TR. KalaiLakshmi M.A., MBA, M.Phil , Ph.D** from the School of Management Studies for her valuable guidance, suggestions, and constant encouragement paved the way for the successful completion of my project work.

I wish to express my thanks to all Teaching and Non-teaching staff members of the **School of Management Studies** who were helpful in many ways for the completion of the training.

GOPICA.M

ABSTRACT

Satisfaction is a factor in motivation, retention and goal achievement in the place of work and commitment is a factor that include Employee no excess work load, treating employee with respect, provide recognition & rewards, fringe benefits and positive management. The purpose of this topic is to study the employee satisfaction and organizational commitment and to examine the satisfaction level of staff and its impact on Commitment. This is descriptive and empirical in nature and purposive sampling technique is used. The study is based on primary data, which has been collected through structural questionnaire , filled by non teaching staff 108 respondents of has been selected on random sampling basis percentage method is used for data analysis. According to findings of this data the job satisfaction effects commitment of management and staff. Factors affecting employee satisfaction and commitment are rewards ,stress, leave, benefits and compensation given to the staff by the management which are important to improve the motivation level and employee satisfaction.

TABLE OF CONTENTS

CHAPTER NO.	TOPIC	PAGE NO.
	ABSTRACT	V
	LIST OF TABLES	VII
	LIST OF CHARTS	VIII
1	INTRODUCTION	1
	1.1 INTRODUCTION ABOUT THE STUDY	1-2
	1.2 FACTORS DETERMINING EMPLOYEES SATISFACTION	2
	1.3 INTRODUCTION ABOUT THE INDUSTRY	2-3
	1.4 INTRODUCTION ABOUT HIGHER EDUCATIONAL INSTITUTIONS	5-10
	1.5 JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT AMONG EMPLOYEES	10-11
	1.6 OBJECTIVES OF THE STUDY	11
	1.7 NEED OF THE STUDY	11
	1.8 SCOPE OF THE STUDY	11
	1.9 LIMITATIONS OF THE STUDY	12
2	REVIEW OF LITERATURE	13-18
3	RESEARCH METHODOLOGY	19
	3.1 RESEARCH DESIGN	19
	3.2 SAMPLE SIZE	19
	3.3 PERIOD OF STUDY	19
	3.4 SAMPLE SIZE	19
	3.5 DATA COLLECTION	20
	3.6 QUESTIONNAIRE	20
	3.7 TOOLS USED FOR ANALYSIS	20
4	DATA ANALYSIS AND INTERPRETATION	21-47
	4.1 PERCENTAGE ANALYSIS	21-47
5	FINDING OF THE STUDY	48-49
6	SUGGESTIONS AND CONCLUSION	50
	6.1 SUGGESTIONS	50
	6.2 CONCLUSION	51
	REFERENCE	52-52
	APPENDIX (QUESTIONNAIRE)	55-57

LIST OF TABLES

TABLE NO.	TITLE	PAGE NO.
4.1	Age of the respondent	21
4.2	Gender of the respondent	22
4.3	Marital Status	23
4.4	Experience of respondents in the HEI's	24
4.5	How much experience do you have	25
4.6	Do you enjoy your institution culture	26
4.7	How many hours do you work in your institution	27
4.8	What is your mindset while entering into the office premises	28
4.9	Respondents opinion towards a good relationship with superiors	31-32
4.10	How was your relationship with your superior	34
4.11	Are you happy with the your current salary?	34
4.12	any transport facility made available by the workers ?	35-36
4.13	Respondent's opinion towards a personal growth in your institution	37-38
4.14	Institution organize training programmers for non staffing employee regularly?	38-39
4.15	Is the institution provides a canteen	40
4.16	Does your work give you a sense of accomplishment	41-42
4.17	Which of the following factor motivated you most?	43
4.18	Rate your overall satisfaction with your job	44-45
4.19	How satisfied are you with the communication channel within the institution	46-47
4.20	Are you happy and satisfied with your current salary	48-49

LIST OF CHARTS

TABLE NO.	TITLE	PAGE .NO.
4.1	Age of the respondent	21
4.2	Gender of the respondent	22
4.3	Marital Status	23
4.4	Experience of respondents in the HEI's	24
4.5	How much experience do you have	25
4.6	Do you enjoy your institution culture	26
4.7	How many hours do you work in your institution	27
4.8	How do you feel when you arrive at the office in the morning	28
4.9	Respondents opinion towards a good relationship with superiors	31-32
4.10	How was your relationship with your superior	34
4.11	Are you happy with the your current salary??	34
4.12	Is there any transport facility made available by the workers ?	35-36
4.13	Respondent's perception towards a personal growth in your institution	37-38
4.14	Institution organize training programmers for non staffing employee regularly?	38-39
4.15	Is the institution provides a canteen	40
4.16	Does your work give you a sense of accomplishment	41-42
4.17	Which of the following factor motivated you most?	43
4.18	Rate your overall satisfaction with your job	44-45
4.19	How satisfied are you with the communication channel within the institution	46-47
4.20	Are you happy and satisfied with your current salary	48-49

CHAPTER – I

INTRODUCTION

1.1 EMPLOYEE SATISFACTION

Employee satisfaction refers to how satisfied the employees are with their job. It is a measure of the level of satisfaction and content that the employees feel with their job. It acts as a good indicator of the work culture of a company. A company with more satisfied employees is likely to work at its best capacity. There are a lot of factors that affect employee satisfaction, such as perks, flexibility, etc. A company must understand the needs of its employees and act accordingly. Although employee satisfaction doesn't guarantee improved performance, it is an essential part of the solution. Locke give a comprehensive definition of job satisfaction as involving cognitive, effective and evaluative research or attitudes and states it is “ a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience.” Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. Employee satisfaction definition is a term that is used to describe if employees are happy and fulfilling their desires and needs at work. The crucial factor with employee satisfaction is that satisfied employees must do the job and make the contributions that the employer needs.

I choose employee satisfaction as our topic because welfare of employees in an organization contributes greatly to any organization. HRM is the management of human resource in an organization. HRM is relatively modern concept which involved a range of human ideas and practice in management people. It is the organization function that deals with issues related to people such as competition, hiring, performance, management, organization development, safety. Wellness, benefits, employee motivation, communication, administration and training.

1.2 FACTORS DETERMINING EMPLOYEES SATISFACTION

- Factors affecting jobs are the main factors of job satisfaction, which may be challenging work, reward systems, working conditions, colleagues, learning and personality. Skill variety autonomy and significance are challenging tasks, which provide maximum satisfaction to employees
- Working conditions influence employees level of satisfaction. Under conducive working condition, people prefer to work hard while in an adverse atmosphere people avoid work. Working condition not only include physicals of the work but also the working relationships in the organization.
- Fairness in promotion, unbiased attitude of management, responsibilities and social status are the factors that are said to be providing satisfaction to employees.

1.3 INDUSTRY PROFILE

Higher Education (HE) area has seen a gigantic expansion in its institutional limit in the years since Independence. The quantity of Universities/University-level establishments has expanded complex from 27 of every 1950 to 522 out of 2011. The Higher Education area guarantees nature of the educational cycle with the assistance of accreditation organizations set up for the reason. The primary office which certifies university and Colleges overall education is the National Assessment and Accreditation Council (NAAC) set up by the UGC in 1994. The quantum development in the HE area is stick headed by the Universities, which are the most noteworthy seat of learning. The Universities involve essentially of understudies, teaching, and non-teaching staff. Educators assume an urgent part in the teaching and learning measure. They have an incredible effect on understudies' accomplishment, particularly these days, when the significance of education for information and data social orders has been recognized around the world. The non-teaching staff structures a vital piece of the university framework. They are important accomplices in working with teaching staff and the university specialists. It is basic that the

non-teaching staff is happy with their jobs and that they get work inspiration there-from. Subsequently, this investigation endeavors to contemplate something similar.

Higher-educational institutions include not only universities and colleges but also various professional schools that provide preparation in such fields as law, theology, medicine, business, music, and art. Higher education also includes teacher-training schools, junior colleges, and institutes of technology.

The industry of higher education refers to the system of institutions and organizations that provide education, research, and public service. It is an industry that has well-defined functions and engages in the production of learning outcomes. Higher education is considered an industry due to its use of resources and transformation of these resources into end products. The higher education sector is highly competitive, with a global market size of \$1,000 billion and over one billion potential customers . Private companies are increasingly involved in the higher education industry, both as sellers and buyers, contributing to its growth and expansion . Market forces are driving the development of higher education systems, leading to the transformation of higher education into an industry . The industry of higher education plays a crucial role in the modern economy, focusing on competitiveness, innovation, labor productivity, knowledge economy, and the digital economy .

India occupies a significant position in the global education sector. One of the world's largest networks of institutions of higher learning is found in India. With almost 27% of India's population in the age group of 0-14 years, India's education sector provides numerous opportunities for growth. The Number of colleges in India reached 49,385 in FY24 (as of September 13, 2023) and 43,796 in FY21, up from 42,343 in FY20. The number of universities in India reached 1,196 in FY24 (as of September 13, 2023), up from 760 in FY15. India had 41.38 million students enrolled in higher education in 2020-21 with 21.2 million male and 20.1 million female students, as against 38.5 million students enrolled in higher education in 2019-20, with 19.6 million male and 18.9 million female students. In FY21, Gross Enrolment Ratio (GER) in Indian

higher education was 27.3%.The education sector in India was estimated to be worth US\$ 117 billion in FY20 and is expected to reach US\$ 225 billion by FY25. The Indian edtech market size is expected to reach US\$ 30 billion by 2031, from US\$ 700-800 million in 2021.The online education sector in India is growing rapidly, with growth of US\$ 2.28 billion expected during 2021-2025, at a CAGR of almost 20%. Higher education institutes in India are focusing on creating online programmes due to the increasing demand from consumers .From April 2000-September 2023, Foreign Direct Investment (FDI) equity inflow in the education sector stood at US\$ 9.44 billion, according to the data released by the Department for Promotion of Industry and Internal Trade (DPIIT).India's large English-speaking population allows easy delivery of educational products. India was ranked 48th out of 112 countries in the English Proficiency Index 2021. Nine Indian institutes - the Indian Institute of Science (IISc) in Bengaluru and eight Indian Institutes of Technology (IITs) - were among the top 500 universities in the QS World University Rankings 2023. A total of 100 Indian institutions have been qualified for the Times Higher Education World University Rankings 2023, with the Indian Institute of Science in Bengaluru being the highest-ranked.The National Education Policy (NEP), which will be fully implemented over the course of this decade starting from 2021-22, will have a strong focus on high-quality vocational education. Under the National Education Policy 2021, the government will set up regional and national institutes for virology, >15,000 schools, 100 new Sainik schools, and 750 Eklavya model residential schools in tribal areas.In August 2023, Union Minister of Education Mr. Dharmendra Pradhan unveiled the National Curriculum Framework for School Education (NCF), which has been developed based on the National Education Policy (NEP), 2020 vision. As per that, in order to guarantee that students have adequate time and opportunity to perform successfully, board exams will be offered at least twice a year.The Central Government approved the "New India Literacy Programme" for the period FY22-27 to cover all the aspects of adult education to align with the National Education Policy 2020 and Budget Announcements 2022-23.

1.4 ABOUT HIGHER EDUCATIONAL INSTITUTIONS

The higher education system in India includes both private and public universities. Public universities are supported by the Government of India and the state governments, while private universities are mostly supported by various bodies and societies. Universities in India are recognized by the University Grants Commission, which draws its power from the University Grants Commission Act, 1956. In addition to this, 15 Professional Councils are established, controlling different aspects of accreditation and coordination. The status of a deemed to be university allows full autonomy in courses, syllabus, admissions and fees. As of 30 November 2021, the UGC lists 126 institutes which were granted the deemed to be university status. According to this list, the first institute to be granted deemed university status was Indian Institute of Science which was granted this status on 12 May 1958. The state with the most deemed universities is Tamil Nadu with 28 universities having deemed status.

Research Paper IJRAR- International Journal of Research and Analytical Reviews 981 National Assessment and Accreditation Council (1994)

The NAAC is an autonomous body established by the University Grants Commission (UGC) of India to assess and accredit Institutions of higher education in the country. It is an outcome of the recommendations of the National Policy on Education (1986) which laid special emphasis on upholding the quality of higher education in India. To address the issues of quality, the National Policy on Education (1986) and the Plan of Action (POA)-1992 advocated the establishment of an independent National Accreditation Body. Consequently, NAAC was established in 1994 with its headquarters at Bangalore. National Knowledge Commission (2005) The National Knowledge Commission (NKC) was constituted in 2005 by the Prime Minister Dr. Manmohan Singh, under the chairmanship of Mr. Sam Pitroda, to prepare a blueprint for reform of our knowledge related institutions and infrastructure which would enable India to meet the challenges of the future. To take its

mandate forward the commission focussed on five key aspects of knowledge : enhancing access to knowledge, reinvigorating institutions where knowledge concepts are imparted, creating a world class environment for creation of knowledge, promoting applications of knowledge for sustained and inclusive growth and using knowledge applications in efficient delivery of public services. Yash Pal Committee Report (2009) The committee to advise on renovation and rejuvenation of higher education (the Yash Pal Committee) submitted its report to the Union Minister of education on June 23, 2009. Given the widespread concerns about the current state and trends in India's higher education system, the report is timely. National Commission for Higher Education and Research (NCHER) Bill (2010) An Act to provide for the determination, co-ordination, maintenance of standards in, and promotion of, higher education and research, including university education, technical and professional education other than agricultural and medical education, and for that purpose, to establish the National Commission for Higher Education and Research. An act further to promote the autonomy of higher educational institutions for the free pursuit of knowledge and innovation, and for facilitating access, inclusion and opportunities to all, and providing for comprehensive and holistic growth of higher education and research in a competitive global environment through reforms and renovation, and to provide for an advisory mechanism of eminent peers in academia. Rashtriya Uchchatar Shiksha Abhiyan (RUSA) (2012) Based on the recommendations of Central Advisory Board For Education(CABE) on university reforms, a new Centrally Sponsored Scheme (CSS) named Rashtriya Uchchatar Shiksha Abhiyan (RUSA) has been envisioned during the Twelfth Plan for incentivisation of State Governments for improving higher education. The CABE in its meeting held at 08th November 2012 considered the report of the CABE committee and 'approved" in principle" the RUSA scheme. After approval of the competent authority, the centrally sponsored scheme shall be launched during the Twelfth Plan period. RUSA is an umbrella mission mode project scheme that would subsume other existing schemes in the sector. The key objectives of RUSA are to improve access, equity and quality in higher education through planned

development of higher education at state level, by creating academic institutions that are self-reliant in terms of quality management, have a greater inclination towards research and provides students with education that is relevant to them and to the nation as a whole. The primary components of RUSA includes creation of new institutions, expansion of existing institutions, infrastructural up-gradations, establishing bodies such as State Higher Education Councils, accreditation agencies, sectoral affiliation, academic, examination reforms etc.(Annual Report 2012-13 MHRD) . India achieved a Gross Enrolment Ratio of 18.8% in higher education by 2012 through expansion schemes under the Eleventh Five Year Plan (FYP). Recent higher education surveys have documented three aspects. One, quantitative expansion has not always led to quality enhancement. Two, employability of engineering graduates ranges between 20% and 40% and that of arts and science graduates is only 10%. The reforms initiated under RUSA will build a self-sustaining momentum that will push for greater accountability and autonomy of state institutions and impress upon them the need to improve the quality of education. Once eligible for funding under RUSA, after meeting the prerequisite commitments, the states will receive funds on the basis of achievements and outcomes. The yardstick for deciding the quantum of funds for the states and institutions comprise the norms that reflect the performance in key result areas (access, equity and excellence International Journal of Research and Analytical Reviews Research Paper Recent Trends in Higher Education Higher education plays an important role in imparting quality education and promoting the economic development of the country. It has been found that India has second largest higher educational structure comprised of 702 universities, 35539 colleges, 9 lakh teachers and 200 lakh students (UGC). To cope up with the changing priorities of the people in the wake of globalization process, the planners are bound to revise their strategies in the education sector. Thus, several specialist committees involving the elites and captains of industry and education, constituted by the Union Ministry are engaged in the process. Moreover, the public interest demands a wider domain for the national debate on syllabus and curriculum reform among other

related aspects. The introduction of “cost recovery” principles that results in a hike in fees contributes to reduction in the burden of the government in financing higher education. Social obligations in respect to equity and accessibility to most of the people of the country has not considered seriously in the name of reforms. Social sector an investment throughout the last decade has incrementally scrunching from the government counterpart regarded as the support measures for accessing the opportunity to higher education. Challenges in Higher Education Institutions In order to urge for development these issues are expected to be rectified at the initial stages otherwise it will be a great obstruction in achieving the requisite target. The “higher education” and “economic development” is interlinked as the improvement in one field leaves a positive impact on the other. The initiatives should be taken in this regard to build up such a highly qualified manpower which helps in maintaining the level of growth and development of the country. The scope of higher education is not only restricted to bachelors or masters it further includes vocational and professional qualification too, once it is quoted somewhere “that giving the management of the country in highly qualified hands is an assurance that it will lead to a progressive path”. There are many basic problems facing higher education in India today. These include inadequate infrastructure and facilities, large vacancies in faculty positions and poor faculty thereof, low student enrolment rate, outmoded teaching methods, declining research standards, unmotivated students, overcrowded classrooms and widespread geographic, income, gender, and ethnic imbalances. Apart from concerns relating to deteriorating standards, there is reported exploitation of students by many private providers. Ensuring equitable access to quality higher education for students coming from poor families is a major challenge. Students from poor background are put to further disadvantage since they are not academically prepared to crack highly competitive entrance examinations that have bias towards urban elite and rich students having access to private tuitions and coaching. Education in basic sciences and subjects that are not market friendly has suffered. Research in higher education institutions is at its lowest ebb. There is an inadequate and diminishing financial support for higher

education from the government and from society. Many colleges established in rural areas are non-viable, are under-enrolled and have extremely poor infrastructure and facilities with just a few teachers. A series of judicial interventions over the last two decades and knee-jerk reaction of the government – both at the centre and state level and the regulatory bodies without proper understanding of the emerging market structure of higher education in India has further added confusion to the higher education landscape in the country. There is an absence of a well-informed reform agenda for higher education in the country. A few efforts made now and then are not rooted in the new global realities based on competition and increased mobility of students and workforce. There are so many people in various parts of country which are still out of reach. This is when we have emphasised more on our education programs and made our system reachable to all areas. Government has to rethink on these areas to implement more on the policies. Money also plays a vital role for the education system which needs to unique for all globally recognized syllabus and curricula. Take a look on our constitution which says that this is the responsibility of Central and State government to build good education system. For that we need to have funds. But despite there was a large expenditure on the funds every year on education where the fund goes and our system remains intact. Central government prepares policies and plan while responsibility of State government is run those policies on ground. The standard education facilities are higher in the states which are much rich. There is a need to change such defects from the country education system which only can be influenced by increasing funding and providing better facilities to students. But we know there is always increase in the fund for the education system but never implemented in that area. So we have to work in this area. Government tries to make different policies which are implemented but quality never checked. Majority of fund goes in the pockets of officials working for this. There is a vast need to improve the quality

Cosmos Impact Factor 4.236 Research Paper
IJRAR- International Journal of Research and Analytical Reviews 983
standards. The time now is to modernize our education system so that our

country can get much more technically graduated people which can help our country to developed state. Strategies Economic growth of a nation is possible if there is a dynamic growth in the education sector; knowledge is always considered an important element in promoting the development of the country. Following strategies are suggested to revitalize the higher education system to make promoter of growth in the State. Establish State Higher Education Council to formulate, launch and promote higher education campaign in mission mode in the State. Upgrade government colleges with enrolment of 15000 or more; autonomous colleges; colleges with potential for excellence; and A grade accredited colleges by NAAC as, universities. Set up two women universities; one model college in each district and promote evening universities colleges. Introduce undergraduate programmers in universities as integrated undergraduate or postgraduate (UG/PG) programmers. Promote private sector participation in higher education, skill based education and vocational education. Support curricular academic reforms and implement affiliation reforms package of UGC. Provide financial support to students of socially deprived groups, minorities, Scheduled castes, scheduled tribes, OBC and women. Set up State Skill Council and starting programmers under PPP mode with market guided intake in the areas of manufacturing and production, hospitality and tourism, medical and hospital testing and diagnostic, media and communication, and ICT

1.5 JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT AMONG EMPLOYEES

Global Level and National Level McKinsey Health Institute, a non-profit organization that focuses solely on improving the quality of life for individuals all over the world while providing a modern understanding of health. Between February and April 2022, they conducted a survey encompassing over 15,000 employees and 1000 HR executives from 14 countries. Some of the metrics surveyed include: 1. Toxic Work Environment (based on factors such as colleagues' and employers' behaviors) 2. Work-Life Balance 3. Unity and Teamwork 4. Room for Sustainable Growth 5. Loyalty to an Organization 6. Liabilities by an Organization to its Employees 7. Intentions of Looking for a

New Job 8. Employee Engagement 9. Access to the Required Resources

1.6 OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

A study on employee job satisfaction for non teaching staff on higher education institution

SECONDARY OBJECTIVE

- To study demographic profile of non- teaching employees.
- To study the employees satisfaction among the non teaching of higher education institution
- To study the factor infusing employees satisfaction
- To determine the level of satisfaction of the respondents regarding their job
- To come out with suggestion to improve employees satisfication levels
- To assess the satisfaction level of employees on working conditions and environment.
- To know the security and the safety measure taken by the institution .

1.7 NEED OF THE STUDY

- To find out the satisfaction level of employee.
- To identify important factors of the employee satisfaction and institutional commitment of the employee

1.8 SCOPE OF THE STUDY

- This study is on the impact of institute policies, working conditions and on the job satisfaction of employees.
- It concentrates on the effect of factor in general and considers only the perceptual element of employees.

1.9 LIMITATION OF THE STUDY

The study has been restricted to teaching staff

- The study utilizes pre-tested questionnaire
- Due to time constrain the research was not completed to desired level
- . • The study is based on both primary and secondary data. Hence, it may suffer from

Personal biasness of the respondents and the coherent limitations of secondary

Data

CHAPTER 2

REVIEW OF LITERATURE

2.1 INTRODUCTION

Review of literature provides a deep insight on the concerned board area of study. Review of Literature is the first step in organized research work. Researcher gets to know the quantum and direction of work done till date in his/her area of research interest. It also helps a researcher in appreciating different conclusion and outcomes of the research conducted. And finally researcher can make an informed decision with regard to the research methodology which will suit to his/her research work, based on review of literature. The researchers are taking reference from any related book, article, related research paper, these, organizational report and various literatures available on the website and internet. Employee job satisfaction (EJS) is the feelings and thoughts of employees about their work and place of work. In result, job satisfaction is all about to satisfy the one's needs in working place.

- 1. Goyal (1995)** Determined the extent of employee satisfaction experienced by textile workers due to primarily the statutory labour welfare facilities provided in the private, public and co- operative textile sectors in Punjab, the awareness and implementation of these labour welfare facilities and their correlation with job satisfaction, including the relationship between labour welfare and job satisfaction.
- 2. According to Nancy C. Morse (1997)** "Satisfaction refers to the level of fulfillment of one's needs, wants, and desire. Satisfaction depends basically upon what an individual wants from the world, and what he gets." Employee satisfaction is a measure of how happy workers are with their job and working environment. Surely, there may be many factors affecting organizational effectiveness and one of them is employee satisfaction. Effective organizations should have a culture that encourages employee satisfaction.
- 3. Warn (2003)** emphasized aspects of the workplace, contributing to depression and lack of job satisfaction. Stress is normally caused by a lack

of power over the intended effects. At the workplace, tension is felt because of a lack of authority, job conflicts, and uncertainty, contributing to frustration. The principle of check ability brings a solution to lower pressures and contributes to job fulfillment in which a person has an attitude of desires and needs that depends on the aspirations of the individual and governs multiple facets of the working situation. A supportive working atmosphere, such as a positive environment for studying or no abuse at work or anxiety in the workplace, helps minimize depression and achieve job satisfaction.

4. **Zaki (2003)** Explains Lebanese non-management banking employees' work satisfaction and results. The researchers found a substantial link in terms of pay and supervision between work satisfaction and gender. Only satisfied people within the company are willing to carry out their roles and obligations. Women workers were happy XIV with the salaries, while men were happier with supervision. The author himself often claims this does not matter because the self-rate is inflated, and his colleagues' success is usually underestimated.
5. **Austin (2007)** The major reasons for managers' work satisfaction in Cyprus are "self fulfillment," "independence," and "job environment." Fair salaries, well-educated subordinates, the prospects for self-realization are development opportunities. Employers can reflect on the three aspects of community independence of their work setting to ensure the framework's flow contributes to job satisfaction, i.e., age, sex, number of years in the company, public and private sector, number of workers oversaw.
6. **Omey (2007)** Discusses the connection between education and work satisfaction. Although there's a relationship, he claims there's no relationship, too. In contrast with the lower-skilled employees, higher-education workers are often happy, as they receive a better-quality job. He continues that under-trained employees can also be better pleased with the "good job psychological advantages. Employee quality varies with the educational level and results in various levels of work fulfillment. Job

features play a major role, and you have the chance to use your skills. The author thus argues that organizations should concentrate more on standards of work than education.

7. **Hawley (2008)** Discusses the degree and the factors impacting the teachers' happiness in the beginning. Teachers are pleased with their jobs, and academic proficiency, race, socio-economic status, teacher's degree, and whether their mother was a teacher are the variables contributing to their work satisfaction. The teaching license plays an important part here because it demonstrates the expertise and experience that the instructor wants to be taught.
8. **Silverthorne (2008)** The contribution to job content and the associated effects, such as output and tension, of the individually variable locus of control was studied. Findings suggest that a low degree of work tension and a greater level of satisfaction and efficiency are the product of the internal position of control. The external control locus XV doesn't reduce work stress, while the internal control locus decreases work stress by reducing efficiency and happiness.
9. **Antvor (2010)** discusses the national culture's impact on the national work satisfaction level but discusses its role on other measures of the employment aspects at the same time. While there was a cultural impact on domestic job satisfaction, they claimed that all work satisfaction factors were not unique to the cultural context. The findings of a cross-border work satisfaction survey must be compared with management.
10. **Artz (2010)** Studies the relationship between rewards and work satisfaction for Outer. Benefits from the periphery do not necessarily contribute to workplace satisfaction. In so long as the employee has the impression that he can fulfill his desires, it is still appropriate. It is also noticed that it does not fulfill the employee's expectations, which contributes to discontent. Organizations need to evaluate their processes more effectively and, if possible, provide fringe incentives and offer workers the chance to make use of them, thereby generating satisfaction with their work.

- 11. Mudor and Tookson (2011)** discuss the relationship between human capital administration, employee satisfaction, and attrition eventually. Monitoring, recruitment, and compensation procedures, which are the three factors of HRM practices, are extremely counterproductive to employee satisfaction. Efficient workers lead to continuous employment and fair wages for employees. Job quality contributes directly to turnover.
- 12. Ramayah (2011)** evaluates whether mentoring results in work satisfaction within the Malaysian context. His results suggest that career mentoring is connected to every aspect of work satisfaction. The aspects of job satisfaction analyzed were: jobs themselves, employees, managers, and promotion. At a higher education level, mentors often play an important role and deliver meaningful job results directly. But psychological mentoring has no essential connection to the three variables that fulfill the job (co-workers, the job itself, and promotion). The study also suggests that since XVI therapeutic mentoring contributes to non-monetary happiness, workers would not appreciate it in the longest possible term.
- 13. Nir (2012)** studies the importance of teachers' perceived organizational support on Job Satisfaction. There are two aspects to satisfaction, mainly intrinsic and extrinsic. Earned status and respect are extrinsic factors that play an important role in employee satisfaction. Self-efficacy, as an intrinsic factor, helps as it promotes individual selffulfillment. When an organization value its employee's contribution and cares about their well-being, employees are intrinsically and extrinsically satisfied.
- 14. Kumari and Pandey (2011)** State that for any country, both the public and private sector are equally important and these two are fundamental criteria for every nation to thrive and expand. Here, the level of workplace satisfaction has been checked for work ambivalence (the state of having mixed feelings or contradictory ideas about something). The manager received a higher output ranking if the ambivalence of the workers was lower and vice versa. Jobs happiness and success have little connection if the ambivalence to the work rises. Organizations should also concentrate

on clarifying their jobs to the workers in order to properly appreciate the task.

- 15. Seniwoliba A.J. (2013)**, analysed career quality satisfaction levels of teachers in the public high school in Temale Metropolis in Ghana and was found to motivate employees and contribute successfully to the achievement of job satisfaction through factors extrinsic to pay, rewards, working conditions, protection (medical and future pension benefits). In terms of worker satisfaction, the wages and working conditions are greater and organisations should still concentrate on it and take steps to enhance it by expanding. Organizations must preach fair wages for equal status.
- 16. Witte (2012)** discussed the element of job satisfaction highlighted on group discrepancies. The research was carried out in Belgium in the banking industry. For the hypothesis test, a model was developed. The paradigm is "job demand management support," and the study showed that the demand for work had the greatest impact in explaining satisfaction in relation to working circumstances and less in relation to explaining satisfaction with task contents.
- 17. Saari & Judge (2004)** discussed attitudes towards employee satisfaction, discussed the employee's mood is linked to the job where an employee loves the job, the content level rises with increasing the success of the company as a whole.
- 18. Singh & Jain (2013)**, Employee happiness and its impact on results were highlighted. The behavior of workers represents the company's morality. The satisfied staff has a significant role in customer care and sales because they communicate regularly with the customer. The office is the gateway to employee fulfillment. Good labor practices and good working conditions also improve workers' efficiency, profitability, satisfaction, and retention.
- 19. Shanmugapriya. S (2016)**, in his study, the employees of public sector banking opined that the state banks had a sea turn in their success in analyzing determinants of job satisfaction. Moreover, the economic and

financial market reforms have begun. Various factors have made India one of the world's fastest-growing economies, including opening the global markets, reforming the banking system, rising investment levels, the proactive regulatory landscape, and its demographic profile. There is no question, for a functioning financial environment, a safe banking sector is important. Indian banks have good human capital and operating technologies oriented, being the largest and most profitable domestic and global scenarios.

20. Neeraj Kumari (2016) pursued observational research on behavior and criteria in the service sector against job satisfaction. The research is done with a certain framework and observations into the life insurance scheme. Throughout the analysis, it is found that life insurance employees are usually satisfied.

21. According to Moyes, Shao & Newsome (2008), employee satisfaction may be described as how pleased an employee is with his or her position of employment.

22. Specter (1997) defined job satisfaction as all the feelings that a given individual has about his/her job and its various aspects. Employee satisfaction is a comprehensive term that comprises job satisfaction of employees and their satisfaction overall with companies' policies, company environment, etc

CHAPTER 3

RESEARCH METHODOLOGY

The data need for the study is collected from the Non teaching staffs IN HEI's through questionnaire. Analysis and interpretation has been done by using the statistical tools and data presented through tables and charts.

3.1: RESEARCH DESIGN

The study is descriptive in nature. The aim of the study is to find satisfaction levels of employees.

3.2: SAMPLE DESIGN

Convenience sample design is used to collect data with the support of questionnaire. Convenience sampling is a definite plan for obtaining a sample from a given population. Convenience sampling method used in selected samples.

3.3: PERIOD OF STUDY

This study on employee satisfaction was conducted during the period of Jan 2024 to April 2024 which is Four months.

3.4: SAMPLE SIZE

The sample size of this study is 108.

3.5: DATA COLLECTION

The data collected for the study consists of both primary and secondary data.

PRIMARY DATA

In this study primary data were collected through personnel interview using questionnaire.

SECONDARY DATA

Secondary data for this study was collected from.

- Preciously published records, statistics, research reports and documents.
- Books, Periodical and Websites.

3.6: QUESTIONNAIRE

In this study the researchers have used a questionnaire consisting of twenty multiple choice based questions.

3.7: TOOLS USED FOR ANALYSIS

Percentage Analysis are used as statistical tools for the analysis.

3.8: GRAPHICAL REPRESENTATION OF DATA

Graphical Representation tool such as Bar Graphs and Pie charts have been used for the data analysis.

CHAPTER - 4

DATA ANALYSIS AND INTERPRETATION

4.1. PERCENTAGE ANALYSIS

1. AGE OF THE RESPONDENT

TABLE NO 4.1:

AGE	NO.OF. RESPONDENT	PERCENTAGE
21- 25	18	16.7%
25- 35	61	56.5%
35- 45	12	11.1%
MORE THAN 45	17	15.7%
TOTAL	108	100

SOURCE: Primary data

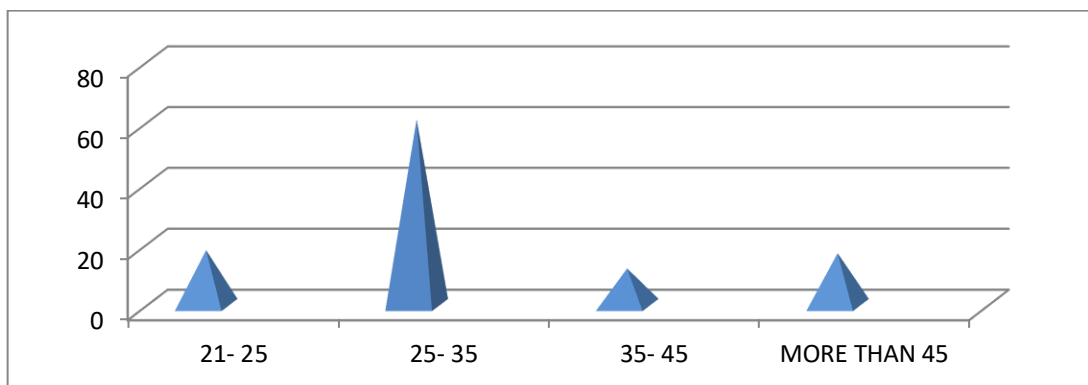


Chart no: 4.1 Age of the respondent

INTERPRETATION:

From the above table, it is interpreted 16.7% of respondent are of age group 21- 25, 56.5% of them belong to age group 25- 35 and 11.1% belong to the age group 35- 45 and 15.7% belong to age group more than 45.

INFERENCE :

Majority of the respondents are in the age group of 25-35 years.

2. Gender of the respondent

TABLE NO. 4.2:

GENDER	NO.OF. RESPONDENT	PERCENTAGE
MALE	20	18.5%
FEMALE	88	81.5%
Total	108	100

Source: Primary data

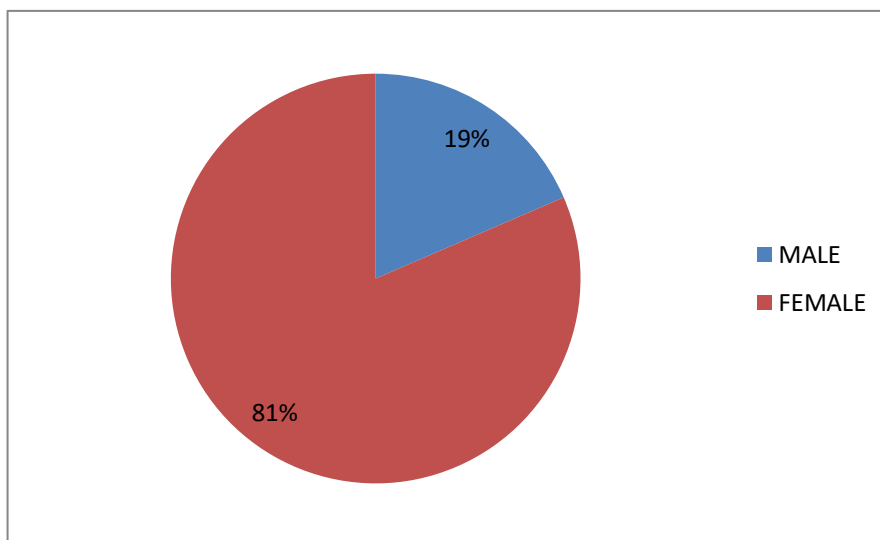


Chart No: 4.2 Gender of the respondent

INTERPRETATION:

From the above table, it is interpretation that 18.5% of respondents are Male category and 81.5% belong to Female category.

INFERENCE :

Most of the respondents are at the age group between 25-50 Years.

3. Marital status of the respondent

TABLE NO. 4.3:

GENDER	NO.OF. RESPONDENT	PERCENTAGE
MARRIED	63	58.3%
UNMARRIED	45	41.7%
Total	108	100

Source: Primary data

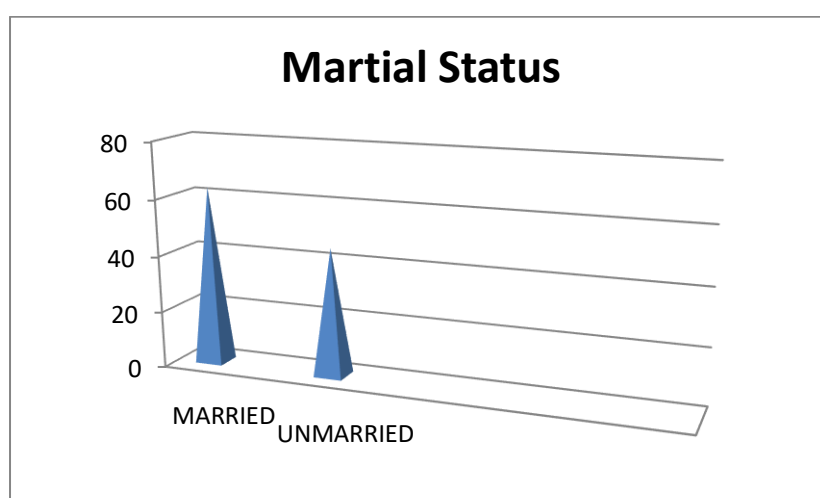


Chart no: 4.3 Marital status of the respondent

INTERPRETATION:

From the above table, it can be interpreted that out of the option given 58.3% of respondent are married, 41.7% of respondent are unmarried.

INFERENCE :

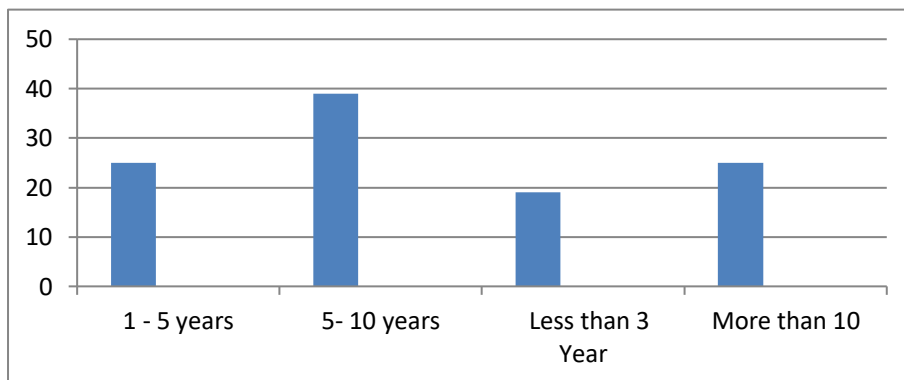
Most of the respondents are Married in marital status

4. Experience of respondents in the HEI's

Table : 4.4

Option	Number of respondents	percentage
1 - 5 years	25	23.1%
5- 10 years	39	36.1%
Less than 3 Year	19	17.6%
More than 10	25	23.1%
Total	108	100

Source: Primary data



Chartno: 4.4 Experience of respondents in the HEI's

INTERPRETATION:

From the above table 23.1% of the respondent have 1-5 years and 36.1% of the respondent are 5- 10 years and 17.6% Less than 3 years and 23.1% of the respondent are More than 10 year.

INFERENCE :

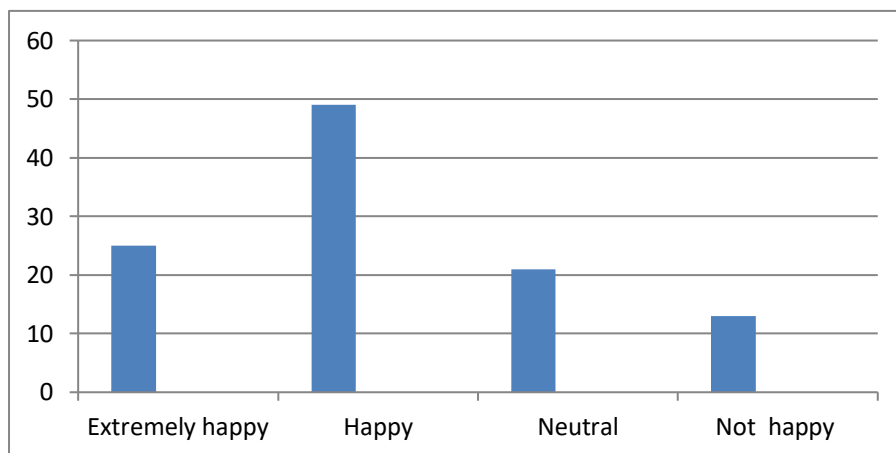
Most of the respondents are at the experience between 5- 10 years

5. How happy are you at work

TABLE NO.4.5:

Options	No of respondent	Percentage
Extremely happy	25	23.1%
Happy	49	45.4%
Neutral	21	19.4%
Not happy	13	12%
Total	108	100

Source: Primary data



Chartno:..4.5 How happy are you at work

INTERPRETATION:

From the above table Extremely happy of the respondent are have 23.1% and 19.4% of the respondent are have Neutral and 45.4% of the respondent are happy and the 12 % of the respondent are Not happy .

INFERENCE :

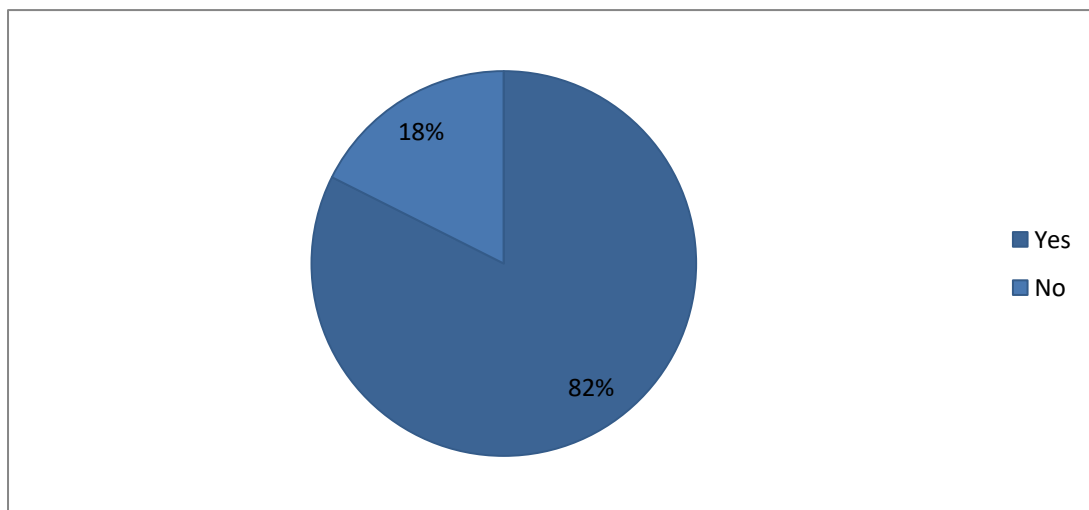
Majority of the respondents are selected neutral.

6. Do you enjoy your institution culture

TABLE NO. 4.6:

Options	No of respondents	Percentage
Yes	89	82.4%
No	19	17.6%
Total	108	100

Source: Primary data



ChartNo:4.6 Do you enjoy your institution culture

INTERPRETATION:

From the above table 82.4% of the respondents are selected yes and 17.6% of the respondents are selected no.

INFERENCE

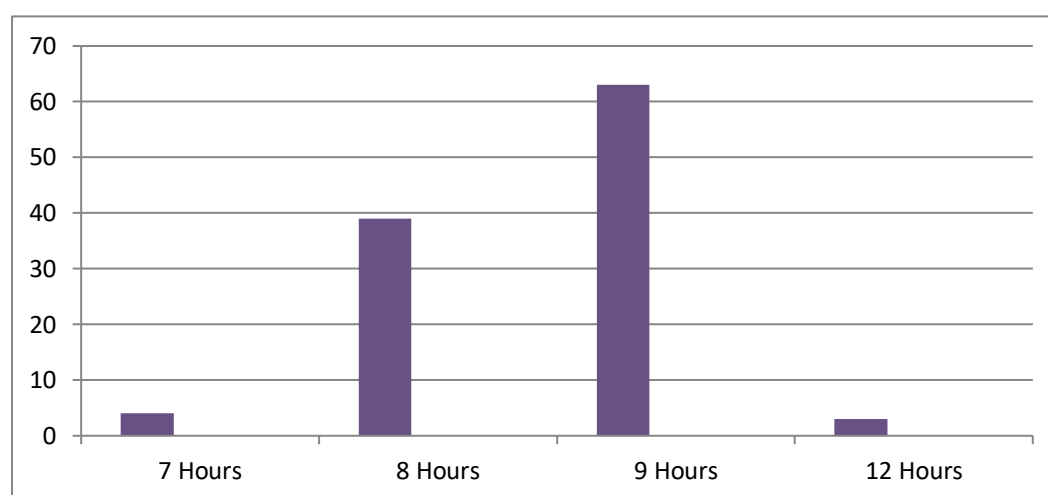
82.4% of the respondents are selected yes for enjoying institution culture

7. How many hours do you work in your institution

TABLE NO. 4.7:

Options	No of respondents	Percentage
7 Hours	4	3.7%
8 Hours	39	36.1%
9 Hours	63	58.3%
12 Hours	3	2.7%
Total	108	100

Source: Primary data



Chartno:4.7How many hours do you work in your institution ?

INTERPRETATION:

From the above table 3.7% of the respondents are 7 Hours and 36.1% of the respondents are 8 Hours and 58.3% of the respondents are 9 Hours and 2.7% of the respondents are 12 Hours.

INFERENCE :

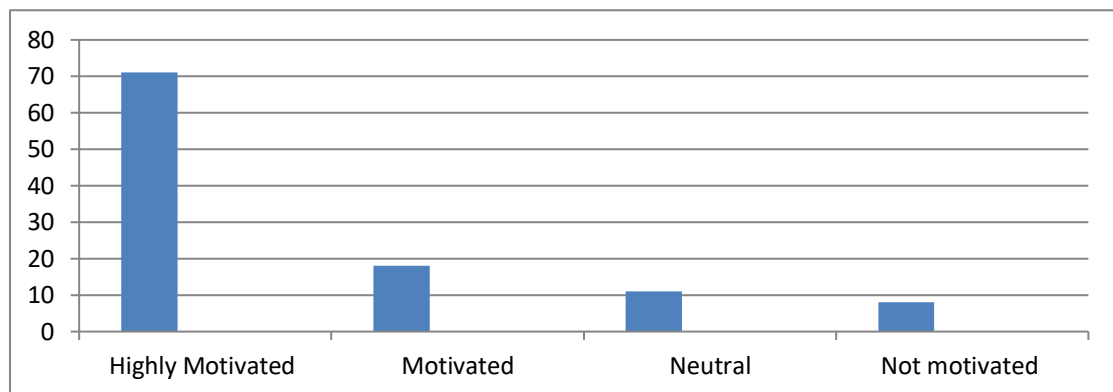
Majority (58.3%) of the respondent are selected 9 Hours and next highest is (36.1%) of the respondent are have 8 Hours work and (3.7%) of them are have 7 Hours work and (2.7%) of the respondent are selected 12 Hours works.

8. How do you feel when you arrive at the office in the morning

TABLE NO. 4.8:

Options	No of respondents	Percentage
Highly motivated	71	65.7%
Motivated	18	16.7%
Neutral	11	10.2%
Not motivated	8	7.4%
Total	108	100

Source: Primary data



Chartno:4.8: How do you feel when you arrive at the office in the morning

INTERPRETATION:

From the above table 65.7% of the respondent are selected Highly motivated and Motivated 16.7% of the respondent are selected I motivated and Neutral and 10.2% of the respondent are selected Not motivated and 7.4% of the respondent are selected Not motivated.

INFERENCE :

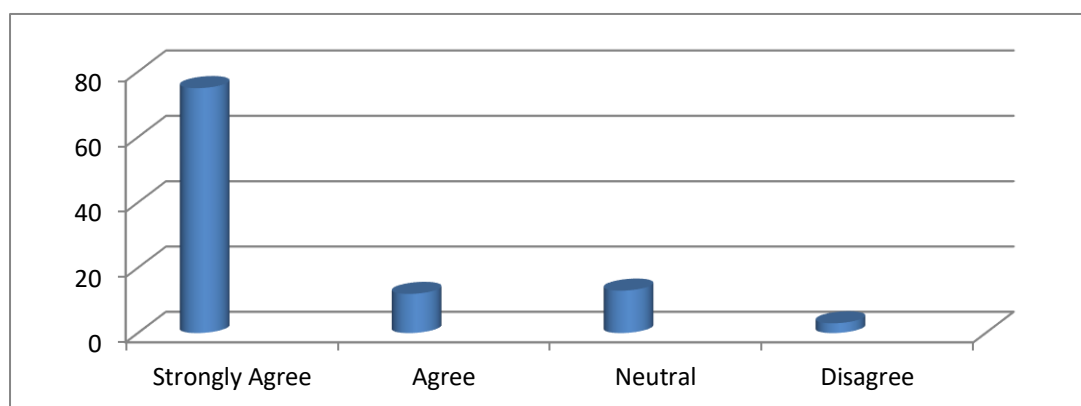
Majority (65.7%) of the respondent are selected Highly motivated and Motivated (16.7%) of the respondent are selected I motivated and Neutral (10.2%) of the respondent are selected and (7.4%) of the respondent are selected Not motivated

9. Respondents perception towards a good relationship with superiors

TABLE NO. 4.9:

Options	No of respondents	Percentage
Strongly Agree	75	69.4%
Agree	12	11.1%
Neutral	13	12%
Disagree	3	2.7%
Strongly Disagree	5	4.6%
TOTAL	108	100

Source: Primary Data



Chartno.4.9: Do the employees have a strong relationship with superiors

INTERPRETATION:

From the above table 69.4% of the respondent are selected Strongly Agree and 11.1% of the respondent are selected agree and Neutral and 10.2% of the respondent are selected Disagree and 4.6% of the respondent are selected Strongly Disagree

INFERENCE :

Majority (69.4%) of the respondent are selected Strongly Agree and 11.1% of the respondent are selected agree and Neutral and 10.2% of the respondent are selected Disagree and 4.6% of the respondent are selected Strongly Disagree

10. How as your relationship with your superior

TABLE NO. 4.10:

Option	No of respondents	percentage
Friendly	48	44.4%
Supportive and leading	39	36.1%
Take initiative	4	3.7%
Share the credit	17	15.7%
Total	108	100

Source : Primary data

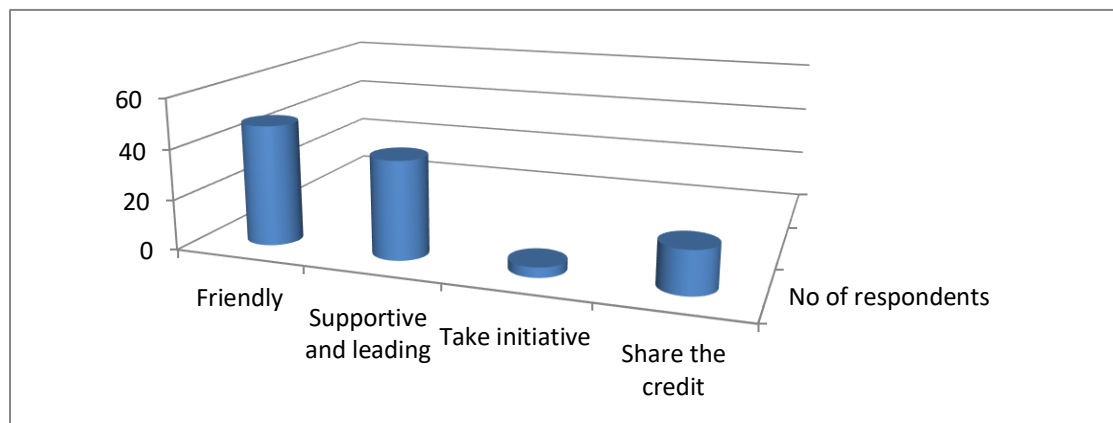


Chart no.4.10: How as your relationship with your superior

INTERPRETATION:

From the above table 44.4% of the respondents are selected Friendly and 3.7% of the respondent are selected Take initiative and 15.7% of the respondent are selected Share the credit and 36.1% of the respondent are selected supportive and lending

INFERENCE:

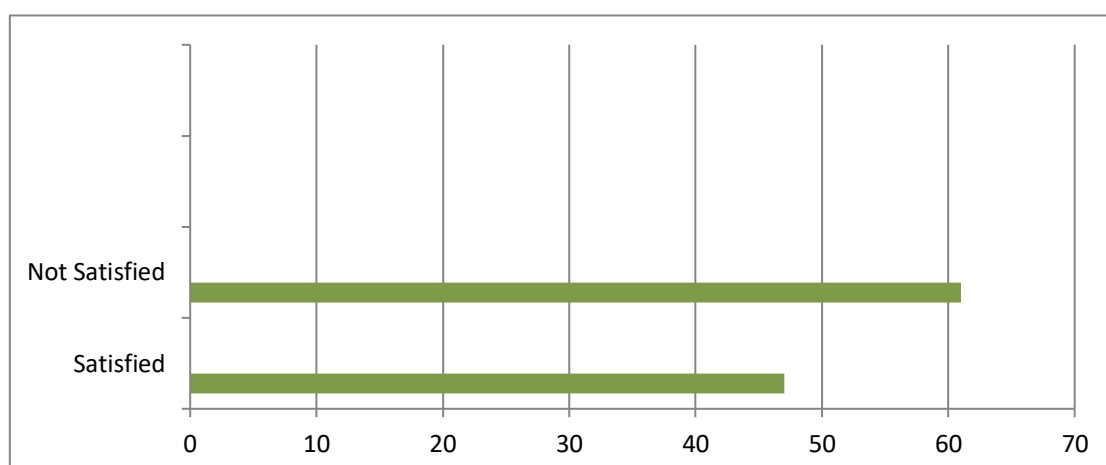
Majority (44.4%) of the respondent are selected Friendly and (3.7%)of the respondent are selected Take initiative and (15.7%) of the respondent are selected Share the credit and (36.1%)of the respondent are selected supportive and lending

11. Are you happy and satisfied with your current salary?

TABLE NO. 4.11:

Option	No of respondents	Percentage
Satisfied	47	43.51
Not Satisfied	61	56.48
Total	108	100

Source :Primary data



Tableno:4.11 Are you happy and satisfied with your current salary

INTERPRETATION:

From the above table of the respondent 43.51% of the respondent are selected Satisfied and 56.48% of the respondent

INFERENCE:

Majority (43.51%) of the respondent are selected Satisfied and (56.48%) of the respondent are selected Not satisfied for the question Are you happy and satisfied with your current salary.

12.Is there any transport facility made available by the workers ?

TABLE NO. 4.12:

Options	No of respondents	Percentage
Yes	91	84.3%
No	17	15.7%
Total	108	100

Source: Primary data

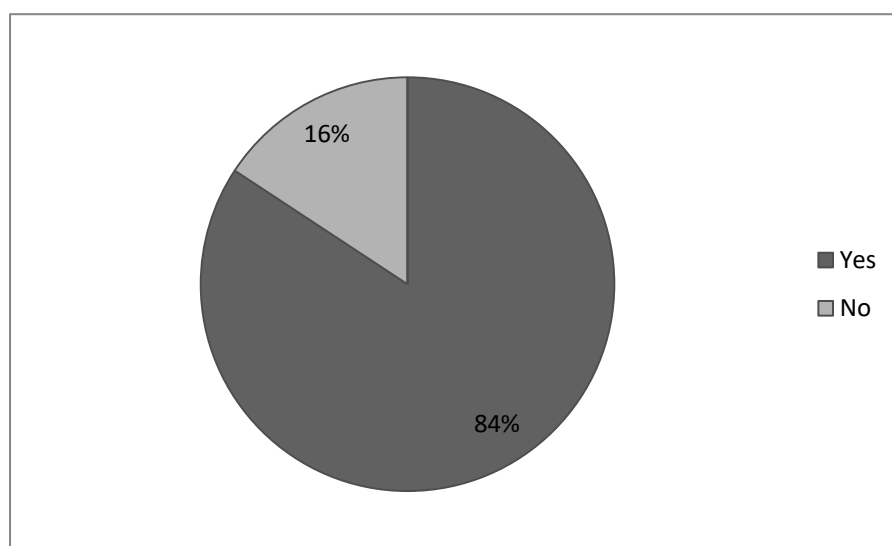


Chart no.4.12: Is there any transport facility made available by the workers

INTERPRETATION:

From the above table 84.3% of the respondents are selected Yes and 15.7% of the respondent are selected No.

INFERENCE :

Majority (84.3%) of the respondent of my questionnaire are selected Yes and (15.7%) of the respondent are selected No for the question

13.Respondent's perception towards a personal growth in your institution

TABLE NO. 4.13:

Option	No of respondents	percentage
Strongly Agree	57	52.7%
Agree	16	14.81%
Neutral	17	15.74%
Disagree	10	9.25%
Strongly Disagree	8	7.5%
Total	108	100

Source: Primary data

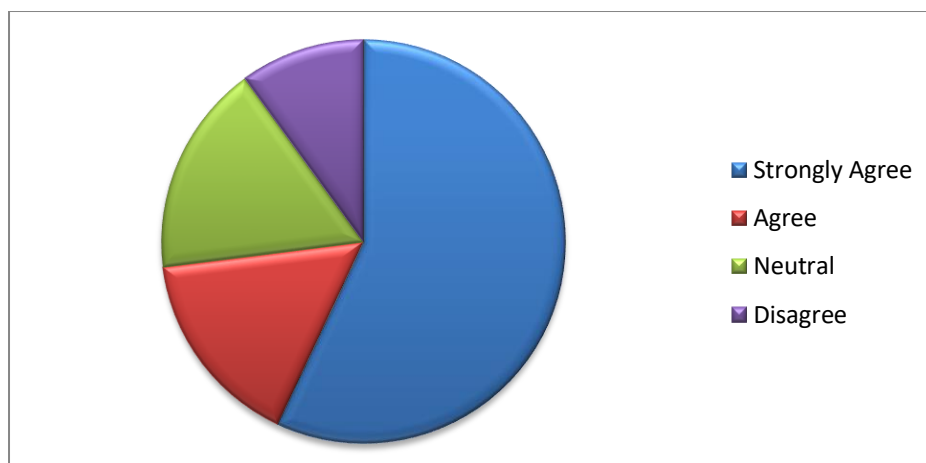


Chart no.4.13: What is your personal growth in your institution

INTERPRETATION:

From the above table 52.7% of the respondents are selected strongly agree and 14.81% of the respondents are selected agree and 15.7% of the respondent are selected Neutral and 9.25% of the respondent are selected Disagree and 7.5% are selected strongly disagree.

INFERENCE:

majority of the people selected agree the percentage of 52.7%, follow that 14.81% respondent are selected as strongly agree, and 15.74% of people selected as neutral & 7.25% of people are disagree

14. Institution organize training programmers for non teaching employee regularly ?

TABLE NO. 4.14:

Option	No of respondents	Percentage
Agree	30	27.8%
Strongly agree	26	24.1%
Neutral	32	29.6%
Disagree	20	18.5%
Total	108	100

Source: Primary data

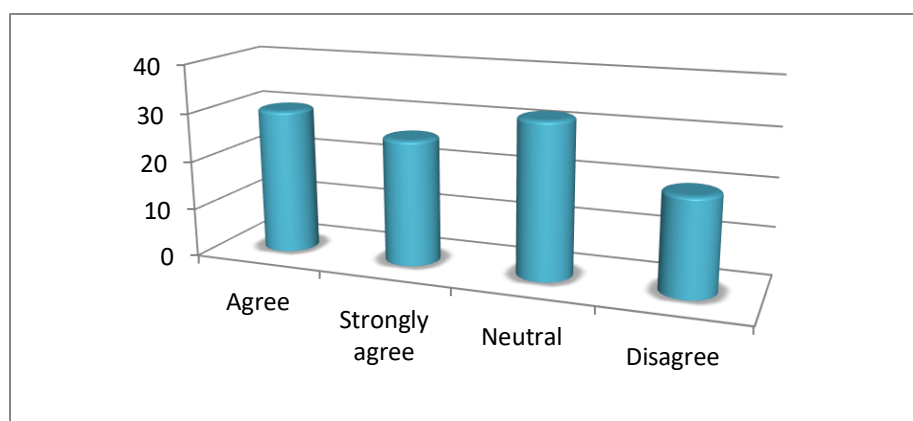


Chart no.4.14: Institution organize training programmers for non teaching employee regularly ?

INTERPRETATION:

From the above table 27.8% of the respondent are selected Agree and 24.1% of the respondent are selected Strongly agree and 29.6% of the respondent are selected Neutral and 18.5% of the respondent are selected Disagree.

INFERENCE:

Majority of the respondent are 27.8% of the respondent are selected Agree and 24.1% of the respondent are selected Strongly agree and 29.6% of the respondent are selected Neutral and 18.5% of the respondent are selected Disagree

15. Is the institute provides a canteen

TABLE NO. 4.15:

Option	No of respondents	Percentage
Yes	108	100%
No	0	0
Total	108	100

Source: Primary data

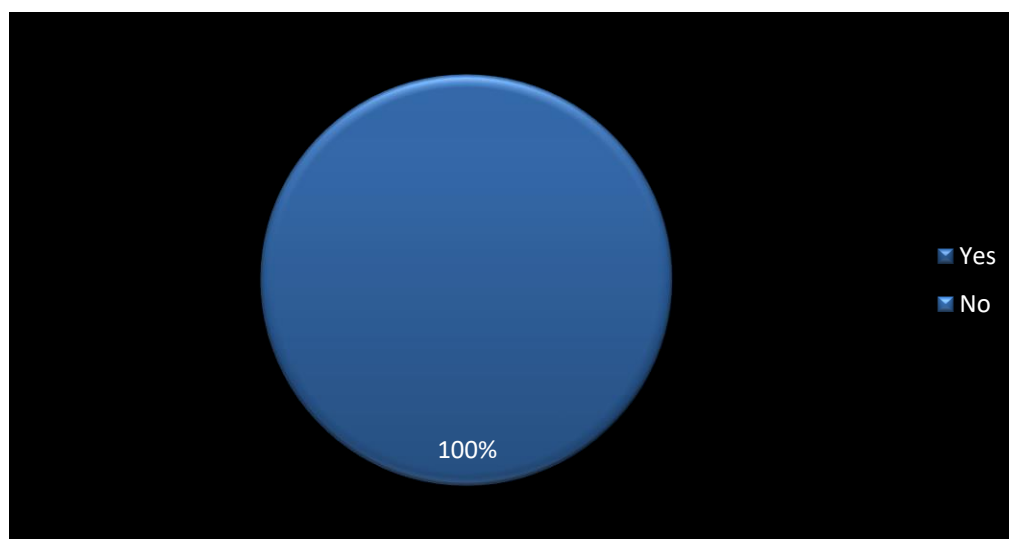


Chart no. 4.15: Is the institute provides a canteen

INTERPRETATION:

From the above table 100% of the respondents are selected yes.

INFERNCE:

Majority (100%) of the respondent are selected yes for the question Is the Institution provide canteen :

16. Does your work give you a sense of accomplishment

TABLE NO. 4.16:

Option	No of respondents	percentage
Slightly	8	7.4%
Moderately	52	48.1%
Very	27	25%
Not at all	21	19.4%
Total	108	100

Source: Primary data

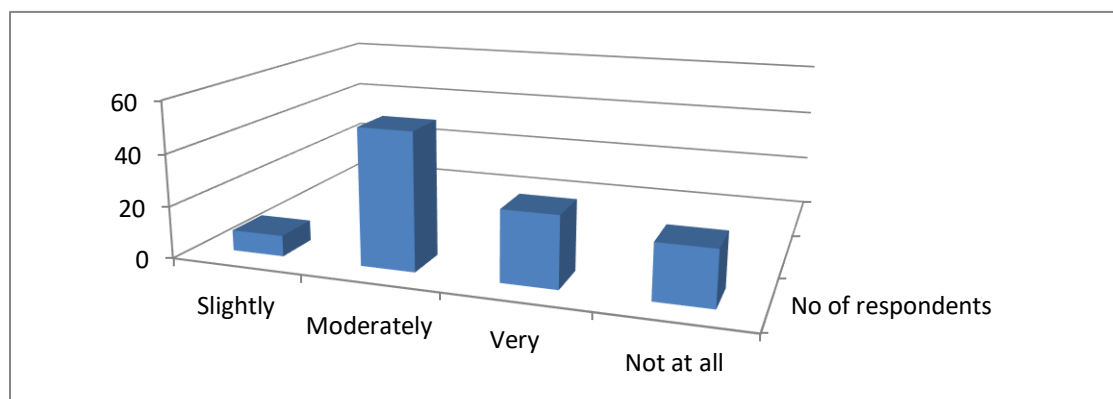


Chart no.4.16: Does your work give you a sense of accomplishment

INTERPRETATION:

From the above table 7.4% of the respondent are selected Slightly and 48.1% of the respondent are selected Moderately and 25% of the respondent are selected Very and 19.4% of the respondent are selected Not at all.

INFERENCE:

Majority (48.1%) of the respondent of my questionnaire are selected Moderately and (25%) of the respondent are selected very and (19.4%) of the respondent are selected Not at all and (7.4%) of the respondent are selected slightly.

17. Which of the following factor motivated you most ?

TABLE NO. 4.17:

Option	No of respondents	Percentage
Salary Increase	65	60%
Promotion	23	21.2%
Leave	10	9.25%
Recognition	6	5.5%
Motivation Talk	4	3.7%
Total	108	100

Source : Primary data

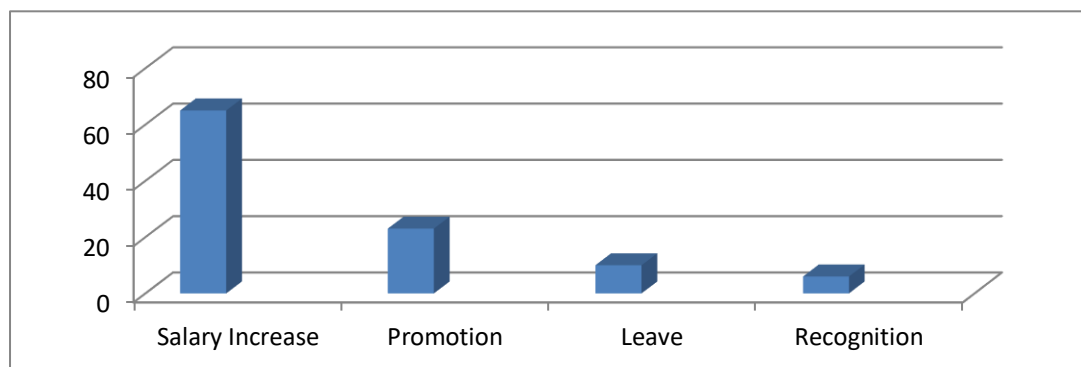


Chart no: 4.17 Which of the following factor motivated you most ?

INTERPRETATION:

From the above table 60% of the respondent are selected Salary Increase and 21.2% of the respondent are selected Promotion and 9.25% of the respondent are selected Leave and 5.5% of the respondent are selected Recognition and 3.7% are selected Motivation Talk

INFERENCE:

Most of the respondent are selected salary increases

18. Rate your overall satisfaction with you job

TABLE NO. 4.18:

Option	No of respondents	percentage
Highly satisfied	8	7.4%
Satisfied	52	48.1%
Neutral	27	25%
dissatisfied	21	19.4%
Total	108	100

Source: Primary data

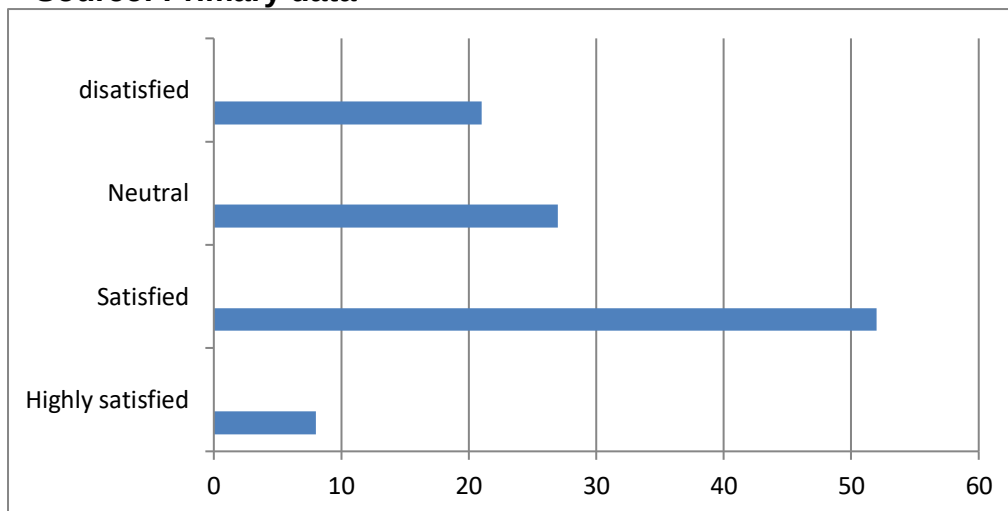


Chart no. 4.18: Rate your overall satisfaction with you job

INTERPRETATION:

From the above table 7.4%of the respondent are selected Highly satisfied and 48.1%of the respondent are selected Satisfied and 25%of the respondent are selected Neutral and 19.4%of the respondent are selected dissatisfied .

INFERENCE: majority of the people highly satisfied the percentage of 48.1%, follow that 25% respondent are selected as satisfied, and 19.4% of people selected as neutral & 19.4% of people are dissatisfied.

19.How satisfied are you with the communication channel within the institution

TABLE NO. 4.19:

Option	No of respondents	Percentage
Agree	30	27.8%
Strongly agree	26	24.1%
Neutral	32	29.6%
Disagree	20	18.5%
Total	108	100

Source: Primary data

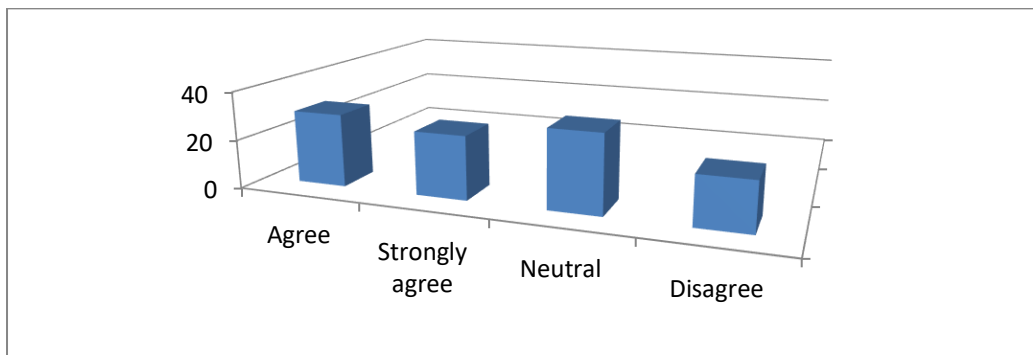


Chart no4.19: How satisfied are you with the communication channel within the institution

INTERPRETATION: From the above table 27.8%of the respondent are selected agree and 24.1%of the respondent are selected strongly agree and 29.6 %of the respondent are selected Neutral and 18.5%of the respondent are selected as Disagree.

INFERENCE:

Majority of the people selected agree the percentage of of 27.8%, fallow that 24.1% respondent are selected as strongly agree, and 29.6% of people selected as neutral & 18.5% of people are disagree.

20. Satisfaction level of the employee about reward and recognition

TABLE NO. 4.20:

Option	No of respondents	Percentage
Agree	35	33%
Strongly agree	39	36.8%
Neutral	20	18.9%
Disagree	5	4.7%
Strongly Disagree	9	8.3%
Total	108	100

Source: Primary data

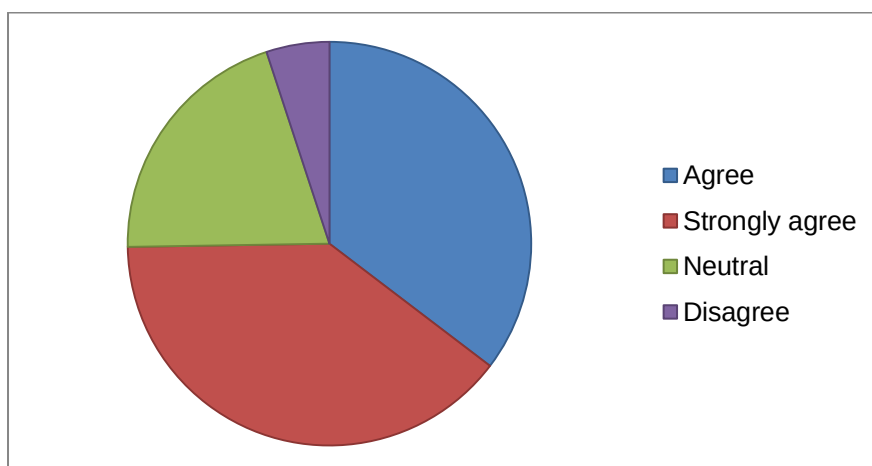


Chart no. 4.20: Satisfaction level of the employee about reward and recognition

INTERPRETATION: From the above table 33% of the respondents are selected agree and 36.8% of the respondent are selected strongly agree and 18.9 % of the respondent are selected Neutral 4.7% and 4.7% of the respondent are selected as Disagree the percentage of 8.3%

INFERENCE: majority of the people selected agree the percentage of of 33%, fallow that 36.8% respondent are selected as strongly agree, and 18.9% of people selected as neutral & 8.3% of people are disagree.

CHAPTER -5

FINDINGS

FINDINGS:

- Majority of the respondents are in the age group of 25-35 years.
- Most of the respondents are at the age group between 25-50 Years.
- Most of the respondents are Married in marital status
- Most of the respondents are at the experience between 5- 10 years
- Majority of the respondents are selected neutral.
- 82.4% of the respondents are selected yes for enjoying institution culture
- Majority (58.3%) of the respondent are selected 9 Hours and next highest is (36.1%) of the respondent are have 8 Hours work and (3.7%) of them are have 7 Hours work and (2.7%) of the respondent are selected 12 Hours works.
- Majority (65.7%) of the respondent are selected Highly motivated and Motivated (16.7%) of the respondent are selected I motivated and Neutral (10.2%) of the respondent are selected and (7.4%) of the respondent are selected Not motivated
- Majority (69.4%) of the respondent are selected Strongly Agree and 11.1% of the respondent are selected agree and Neutral and 10.2% of the respondent are selected Disagree and 4.6% of the respondent are selected Strongly Disagree
- Majority (44.4%) of the respondent are selected Friendly and (3.7%) of the respondent are selected Take initiative and (15.7%) of the respondent are selected Share the credit and (36.1%) of the respondent are selected supportive and lending
- Majority (43.51%) of the respondent are selected Satisfied and (56.48%) of the respondent are selected Not satisfied for the question Are you happy and satisfied with your current salary.

- Majority (84.3%) of the respondent of my questionnaire are selected Yes and (15.7%) of the respondent are selected No for the question majority of the people selected agree the percentage of of 52.7%, follow that 14.81% respondent are selected as strongly agree, and 15.74% of people selected as neutral & 7.25% of people are disagree
- Majority of the respondent are 27.8% of the respondent are selected Agree and 24.1% of the respondent are selected Strongly agree and 29.6% of the respondent are selected Neutral and 18.5% of the respondent are selected Disagree
- Majority (100%) of the respondent are selected yes for the question Is the Institution provide canteen
- Majority (48.1%) of the respondent of my questionnaire are selected Moderately and (25%) of the respondent are selected very and (19.4%) of the respondent are selected Not at all and (7.4%) of the respondent are selected slightly.
- Most of the respondent are selected salary increases majority of the people highly satisfied the percentage of 48.1%, follow that 25% respondent are selected as satisfied, and 19.4% of people selected as neutral & 19.4% of people are dissatisfied.
- Majority of the people selected agree the percentage of of 27.8%, follow that 24.1% respondent are selected as strongly agree, and 29.6% of people selected as neutral & 18.5% of people are disagree.
- Majority of the people selected agree the percentage of of 33%, follow that 36.8% respondent are selected as strongly agree, and 18.9% of people selected as neutral & 8.3% of people are disagree

CHAPTER 6

SUGGESTIONS AND CONCLUSION

SUGGESTIONS:

Improving employee satisfaction for non-teaching staff at a higher education institution could involve several strategies:

1. Recognition and appreciation: Implementing programs to recognize and appreciate the efforts of non-teaching staff can boost morale and satisfaction.
2. Professional development opportunities: Offering opportunities for training and career advancement can show employees that their growth and development are valued.
3. Work-life balance initiatives: Providing flexible work arrangements or wellness programs can help employees balance their work and personal lives more effectively.
4. Clear communication and transparency: Ensuring open communication channels and transparency about organizational decisions can help employees feel informed and involved in the institution's operations.
5. Competitive compensation and benefits: Offering competitive salaries and benefits packages can demonstrate the institution's commitment to the well-being of its employees.
6. Creating a positive work culture: Fostering a supportive and inclusive work environment where employees feel respected and valued can significantly impact satisfaction levels.
7. Soliciting feedback and acting on it: Regularly seeking input from non-teaching staff about their experiences and suggestions for improvement, and taking action based on their feedback, demonstrates that their voices are heard and valued.

CONCLUSION:

The present study is to determine employees satisfaction for non teaching staff . It is indeed necessary for any organization to understand the need of their employees and fulfillment. From the study it was identified that the most of the employees are satisfied with the job.. Employee satisfaction is the terminology used to describe whether employees are happy and comfortable and accomplishing their desires and needs at work. Employee satisfaction can also be based on the effect of an individual's experience of work, or the quality of their working life.

Employee satisfaction can be well understood in terms of its connection with some key factors, such as well- being, stress at work, control at work, working condition etc. employee satisfaction is based on how the organization treats them, effective employee satisfaction for individuals reflects from the emotional feeling they have about their job.

REFERENCE:

- Alf Crossman Bassem Abou Zaki, (2003), Job satisfaction and employee performance of Lebanese banking staff", Journal of Managerial Psychology, Vol. 18(4), 368 – 376
- Annabel Droussiotis Jill Austin, (2007), Job satisfaction of managers in Cyprus, EuroMed Journal of Business, 2(2), 208 – 222
- Bart Cambré Evelien Kippers Marc van Veldhoven Hans De Witte, (2012), Jobs and organizations, Personnel Review, 41(2), 200 – 215
- Benjamin Artz (2010), Fringe benefits and job satisfaction. International Journal of Management, 31(6), 626-644.
- Chaudhuri, S. (2002). International Migration of Skilled Labour, Welfare and Unemployment of Unskilled Labour, University of Calcutta, pp. 123.
- Elsy Verhofstadt Hans De Witte Eddy Omey, (2007), Higher educated workers: better jobs but less satisfied? International Journal of Manpower, 28(2), 135 – 151
- G. Jegadeesan. (2009). Workforce Welfare. The ICFAI University Press, pp. 61. Human Resource Management, 43(4) 395 – 407.
- Jacob Eskildsen Kai Kristensen Henrik Gjesing Antvor, (2010), The relationship between job satisfaction and national culture, The TQM Journal, 22 (4), 369 – 378
- Jui Chen Chen Colin Silverthorne, (2008), The impact of locus of control on job stress, job performance and job satisfaction in Taiwan, Leadership & Organization Development Journal, 29(7), 572 -582
- Kerry Fairbrother James Warn, (2003), Workplace dimensions, stress and job satisfaction, Journal of Managerial Psychology, 18(1), 8 – 21
- Kumari, G & Pandey K.M. (2011). Job Satisfaction in Public Sector and Private Sector: A Comparison. International Journal of Innovation, Management and Technology, 2(3), 202-228
- Lise M. Saari and Timothy A. Judge, (2004), Employee Attitudes and Job
- May Chiun Lo T. Ramayah, (2011), Mentoring and job satisfaction in Malaysian SMEs, Journal of Management Development, 30(4), 427 – 440

- Mudor, H. & Tookson, P. (2011), Conceptual framework on the relationship between humanresource management practices, job satisfaction, and turnover. *Journal of Economics and Behavioral Studies* ,2(2),41-49
- Nina Tomaževič Janko Seljak Aleksander Aristovnik , (2014),Factors influencing employeesatisfaction in the police service: the case of Slovenia, *Personnel Review*,43(2),209 – 227
- Rao, P.L. (2006). Labor legislation in the Making. Chaitanya Publishing House, Allahabad, pp – 36-39.
- Reddy, S. (2010). Article “Employee Health and Wellness in *Journal of ICFAI University*. Pp. 26.
- Ronit Bogler Adam E.Nir, (2012),The importance of teachers’ perceived organizational supportto job satisfaction. *Journal of Educational Administration*,50(3),287-306
- Seniwoliba A.J. (2013). Teacher motivation and job satisfaction in senior high schools in theTamale metropolis of Ghana. *Merit Research Journal of Education and Review*,1(9),181-196
- Wei Cheng J. Mau Randy Ellsworth Donna Hawley, (2008), Job satisfaction and career persistence of beginning teachers, *International Journal of Educational Management*,22(1),48 –61
- www.google.com
- www.wikipidea.com

APPENDIX:
QUESTIONNAIRE:

1. Name of the respondent ____
2. Age of the respondent ____
 - A) 21- 25
 - B) 25- 35
 - C) 35- 45
 - D) More than 45
3. Gender of the respondent
 - A) Male
 - B) Female
4. Marital status
 - A) Married
 - B) Unmarried
5. Experience of respondents in the HEI's
 - A) 1 - 5 years
 - B) 5-10 years
 - C) Less than 3 year
 - D) More than 10
6. Do you enjoy your institution culture
 - A) Yes
 - B) No
7. How many hours do you work in your institution
 - A) 7 hours
 - B) 8 hours
 - C) 9 hours
 - D) 12 hours
8. How do you feel when you arrive at the office in the morning
 - A) Highly motivated
 - B) Motivated
 - C) Neutral
 - D) Not motivated

9. Respondents perception towards a good relationship with superiors
- A) Strongly Agree
 - B) Agree
 - C) Neutral
 - D) Disagree
 - E) Strongly Disagree
10. How as your relationship with your superior
- A) Friendly
 - B) Supportive and leading
 - C) Take initiative
 - D) Share the credit
11. Are you happy and satisfied with your current salary?
- A) Satisfied
 - B) Not Satisfied
12. Is there any transport facility made available by the workers ?
- A) Yes
 - B) No
13. Respondent's perception towards a personal growth in your institution
- A) Strongly Agree
 - B) Agree
 - C) Neutral
 - D) Disagree
 - E) Strongly Disagree
14. Institution organize training programmers for non staffing employee regularly?
- A) Strongly Agree
 - B) Agree
 - C) Neutral
 - D) Disagree
15. Is the institution provides a canteen
- A) Yes
 - B) No

16. Does your work give you a sense of accomplishment
- A) Slightly
 - B) Moderately
 - C) Very
 - D) Not at all
17. Which of the following factor motivated you most?
- A) Salary increase
 - B) Promotion
 - C) Leave
 - D) Recognition
 - E) Motivation talk
18. Rate your overall satisfaction with your job
- A) Highly satisfied
 - B) Satisfied
 - C) Neutral
 - D) Dissatisfied
19. How satisfied are you with the communication channel within the institution
- A) Agree
 - B) Strongly agree
 - C) Neutral
 - D) Disagree
20. Satisfied level of the employee about reward and recognition
- A) Agree
 - B) Strongly agree
 - C) Neutral
 - D) Disagree