

# Employees' Satisfaction with Pay and Promotional Potential: A Comparative Study of Government and Private Colleges of Udaipur

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**Abstract:** Job satisfaction is influenced by a lot of variables. Promotions are an important aspect of employee's life. Considerable increase in pay or wage of an employee also constitutes major affect on work. Different organizations or institutions use promotion as a reward for high productivity of their workers which accelerate their efforts. The present research paper aims to identify the employees' satisfaction with pay and promotional potential. To serve the objective descriptive research design is used and primary data is collected from 234 respondents with the help of questionnaire. Data is analyzed with the help of weighted arithmetic mean, t-test and chi-square test and it has been concluded that government college employees' are more satisfied with pay and promotional potential.

**Keywords:** Employees, Job satisfaction, Pay and promotional potential, Government College, Private College

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## I. INTRODUCTION

The higher education system in India has grown in a remarkable way, particularly in the post-independence period, to become one of the largest systems of its kind in the world. However, the system has many issues of concern at present, like financing and management including access, equity and relevance, reorientation of programmes by laying emphasis on health consciousness, job dissatisfaction, values and ethics and quality of higher education together with the assessment of institutions and their accreditation. These issues are important for the country, as it is now engaged in the use of higher education as a powerful tool to build a knowledge-based information society of the 21st Century.

The primary objective of HRM is to increase to the fullest the employee's job satisfaction and self-actualization. Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay.

The study of job satisfaction enriches management with a range of information pertaining to job, employee, environment etc. which facilitated it in decision making and correcting the path of organizational policies and behavior. It indicates the general level of satisfaction in the organization about its programmes, policies etc. Secondly, it is a diagnostic instrument for knowing employees "problems, effecting changes and correcting with least resistance. Thirdly, it strengthens the communication system of the organization and management can discuss the result for shaping the future course of action. Fourthly, it helps in improving the attitudes of employees towards the job and facilitates integration of employee with the organization. It inspires sense of belongingness and sense of participation leading to the overall increase in the productivity of the organization. Fifthly, it helps unions to know exactly what employees want and what management is doing. Thus, it facilitates mutual settlement of grievances and other unwanted situations. Lastly, it facilitates in determining the training and development needs of the both, employees and the organization.

The advancement of an employee from one job position to another job position that has a higher salary range, a higher level job title, and, often, more and higher level job responsibilities in an organization, is called a promotion.

Sometimes a promotion results in an employee taking on responsibility for managing or overseeing the work of other employees. Decision-making authority tends to rise with a promotion as well.

Unlike in a lateral move, the promotion can result in more status within the organization. But, along with the authority and status conveyed with the new position title, comes additional responsibility, accountability, and expanded expectations for contributions.

Education is essential to national growth and development. It helps individual to become self-reliant, skillful and good citizens. The future of any nation depends largely on the quality of its educational system. It further depends on the quality of its teachers. The maxim that no educational system can rise above the quality

of its teaching staff implies the importance of teachers to national development. Teachers are instrumental to effective learning and quality education. They guide individual learners towards acquisition of knowledge, skills, abilities, information, ideas and competences needed for purposeful living.

Promoting employees to improve job satisfaction can be tricky unless there is justification that promotions will actually resolve issues pertaining to job satisfaction. The reasons underlying job dissatisfaction vary; some employees are simply bored in their current positions or they believe the company is not utilizing their talent; other employees are dissatisfied due to overall working conditions or poor relationships with their supervisors. Depending on the circumstances, promotion can be a workable solution for improving job satisfaction. It can be only useful way of compensation where employee gives significant value to promotion, if not then pay or wage increment is best reward for more exertion.

## II. LITERATURE REVIEW

Tiwari R. (2015) conducted a study on job satisfaction in teachers employed in private universities of Rajasthan. The purpose of this study is to find out the perceived job satisfaction of faculty members of selected 20 private universities of Rajasthan. From this study it has been found that faculty members are satisfied in some areas but at the same time dissatisfied in other areas. They feel that teachers in other universities are paid more in comparison to them. They are highly dissatisfied with the nonmonetary benefits and facilities provided to them by their universities. They find it repetitive and monotonous. They need to be trained to improve their pedagogy and learn creative way to impart education in students. They also admitted that sometimes they feel that other employees are getting more in comparison to them. They were neutral about pay equity. On the contrary they feel that they are fairly paid in ratio to what they contribute to the university. They were quite satisfied about the quality of supervision in their work and feeling of accomplishment in doing their job.

Unnamalai T. (2014) conducted a study on factors influencing job satisfaction of faculty members. Both primary data and secondary data have been collected for the study. Primary data from the faculty members those who are working in the Tiruchirapalli colleges. Secondary data have been collected from the books, journals and websites. With the help of the data it is find out that 60% faculty members are working in self financing stream and getting lower salary. The salary is the one of the factor influencing job satisfaction. The salary, working environment, promotional opportunity and interpersonal relationship are the main factors influencing job satisfaction. Out of all factors the salary and the environment play important role and ranks first and second position.

Datta B. Pawase (2013) conducted a study on role of job satisfaction on job performance of teachers from government and private polytechnics. The samples were selected from teachers from government and private polytechnics of Dhule city. The researcher collected data of 15 teachers from government polytechnics and 15 teachers from private polytechnics. Conclusion of this study was that there is no difference for job performance among teachers from government and private polytechnics. There is no difference for job satisfaction among teachers from government and private polytechnics. There is no difference between teachers from government and private polytechnics for their job satisfaction with respect to pay and promotion factor. There is no difference between teachers from government and private polytechnics for their job satisfaction with respect to fringe benefits factor.

Nisha, P.R., N. K. & Kumar S. (2012) conducted a study on job satisfaction among teachers of Madras Veterinary College, Chennai. The data were collected using a questionnaire from 45 teachers. Job satisfaction was measured in nine facets using scoring techniques to analyze the data. Performance assessment was measured by direct questioning on their satisfaction in the existing system and their preference of how to be assessed by conventional analysis using percentage and results interpreted. The results showed that majority of the respondents had low to medium level of job satisfaction. The degree of job satisfaction analyzed showed that the staff of Madras Veterinary College was not satisfied with the operating conditions, fringe benefits and contingent rewards and promotion. The staffs were moderately satisfied with the pay they received and the communication pattern in the organization.

Naushaba A. et al. (2012) conducted a comparative study of regular and contractual teachers' Job Satisfaction. 24 regular and 26 contractual teachers out of which 26 male and 24 female were selected as a sample for the study. 36 itemed six point rating scale developed to measure the individual's Job Satisfaction with nine different aspects of the work environment was used to collect the data. These aspects were pay, promotion, supervision, fringe benefits, and coworkers, nature of work, communication, contingent rewards and operating conditions. Results indicated that there is significant difference between the contractual and regular teacher's job satisfaction on the pay, fringe benefits and contingent & reward aspects.

Pronay B. (2011) conducted a study on job satisfaction of non-government college teachers in Bangladesh. The study was designed to assess job satisfaction of 88 randomly selected non government college teachers in Bangladesh. Survey form with a set of 23 questions was used for the study. Respondents were mainly selected by using random sampling method. The data was collected between February and July 2011.

The findings show that teachers were not satisfied with their job without work place and training. The findings demonstrate that personnel's average satisfaction level reached 26.19%. Based on the findings it was recommended that some existing policies be changed and suggest that it is required to replace some old policies in case of promotion, equity of justice maintained in promotion and pay determination system.

#### Objective

The purposes of this research paper are as follow:

1. To compare and measure the level of job satisfaction with pay and promotional potential of the teaching staff working in government and private colleges of Udaipur district.
2. To measure the impact of demographics on job satisfaction with pay and promotional potential of the teaching staff.

#### Hypotheses

Following hypotheses has been tested in this research paper:-

*H<sub>01</sub>: There is no significant difference in the level of job satisfaction with pay and promotional potential of the teaching staff of government and private colleges.*

*H<sub>02</sub>: Demographics such as designation, age, teaching experience and monthly income of teachers do not have any impact on job satisfaction with pay and promotional potential.*

### III. RESEARCH METHODOLOGY

**Research Design:** To have a better understanding about the issue descriptive research design was used. To get the primary data well structured questionnaire was administrated.

**Sample Design:** 234 college teachers were selected by stratified purposive sampling technique. The samples consist of both government (110) and private (124) college teachers.

**Analysis:** The data collected was analyzed with the help of various statistical tools like Arithmetic mean, unpaired t-test and chi-square test.

### IV. ANALYSIS & INTERPRETATIONS

#### Demographic Profile of Respondents

**Table1: Demographic Profile of Respondents**

Particulars	Frequency	Percent	Particulars	Frequency	Percent
Designation of Respondents			Years of teaching experience		
Professor	28	12	Below 3 years	73	31.20
Associate Professor	40	17.10	3-6 years	67	28.60
Assistant Professor	37	15.80	7-9 years	18	7.70
Lecturer	44	18.80	10 years and above	76	32.50
Tutor	85	36.30	Total	234	100
Total	234	100	Monthly Income		
Age of teaching staff in year			Below 10000	16	6.80
Below 30 years	103	44.00	10000 to 20000	40	17.10
30-39 years	64	27.40	20000 to 30000	24	10.30
40-49 years	54	23.10	More than 30000	154	65.80
50 years and above	13	5.60	Total	234	100
Total	234	100			

Descriptive statistics are illustrated in Table 1, which indicates demographic wise distribution of respondents. Majority of respondents (36%) are tutors and 18.80% respondents are lecturers. Majority of respondents (44%) belong to the age group of below 30 years and 27.40% respondents belong to the age group between 30 to 39 years. Majority of respondents (32.50%) have 10 years or more than 10 years of teaching experience and 31.20% respondents have less than 3 years of teaching experience. Majority of respondents (65.80%) are having monthly income of more than Rs. 30000 and 17.10% respondents are working on the monthly income of between Rs.10000 to 20000.

#### Job satisfaction of respondents with pay and promotional potential

This section will discuss the respondents' job satisfaction with pay and promotional potential.

#### Overall Job satisfaction of respondents with pay and promotional potential

Table 2.1 is representing the overall job satisfaction of respondents with pay and promotional potential. Majority of respondents (N=66, Percentage=28.21) indicated that they were satisfied with pay and promotional potential while 11.97% respondents (N=28) indicated that they were highly dissatisfied with pay and promotional potential, 25.64% respondents (N=60) opined that they were dissatisfied with pay and promotional

potential, 26.07% respondents (N=61) indicated neutral satisfaction while rest of the 8.12% respondents (N=19) were highly satisfied with pay and promotional potential. The mean score (23.87) projects that respondents were neither satisfied nor dissatisfied with pay and promotional potential.

**Table2.1: Overall Job satisfaction of respondents with pay and promotional potential**

Response	N	Percentage
Highly Dissatisfied	28	11.97
Dissatisfied	60	25.64
Neutral	61	26.07
Satisfied	66	28.21
Highly Satisfied	19	8.12
Total	234	100
Mean Score	23.87	
S.D.	7.37	
Level	Neutral	

**Job satisfaction of Government College respondents with pay and promotional potential**

Table 2.2 is representing the job satisfaction of government college respondents with pay and promotional potential. Majority of respondents (N=50, Percentage=45.45) indicated that they were satisfied with pay and promotional potential while 7.27% respondents (N=8) opined that they were dissatisfied with pay and promotional potential, 30% respondents (N=33) were neither satisfied nor dissatisfied, 17.27% respondents (N=19) were highly satisfied with pay and promotional potential while no one respondent was highly dissatisfied with pay and promotional potential. The mean score (28.81) projects that respondents were satisfied with pay and promotional potential.

**Table2.2: Job satisfaction of Government College respondents with pay and promotional potential**

Response	N	Percentage
Highly Dissatisfied	0	0
Dissatisfied	8	7.27
Neutral	33	30
Satisfied	50	45.45
Highly Satisfied	19	17.27
Total	110	100
Mean Score	28.81	
S.D.	5.15	
Level	Satisfied	

**Job satisfaction of Private College respondents with pay and promotional potential**

Table 2.3 is representing the job satisfaction of private college respondents with pay and promotional potential. Majority of respondents (N=52, Percentage=41.94) indicated that they were dissatisfied with pay and promotional potential was dissatisfied while 22.58% respondents (N=28) opined that they were highly dissatisfied with pay and promotional potential, 22.58% respondents (N=28) were neither satisfied nor dissatisfied, 12.90% respondents (N=16) were satisfied with pay and promotional potential while no one respondent was highly dissatisfied with pay and promotional potential. The mean score (19.48) projects that respondents were dissatisfied with pay and promotional potential.

**Table2.3: Job satisfaction of Private College respondents with pay and promotional potential**

Response	N	Percentage
Highly Dissatisfied	28	22.58
Dissatisfied	52	41.94
Neutral	28	22.58
Satisfied	16	12.90
Highly Satisfied	0	0
Total	124	100
Mean Score	19.48	
S.D.	6.19	
Level	Dissatisfied	

**Hypothesis Testing:**

*H<sub>01</sub>: There is no significant difference in the level of job satisfaction with pay and promotional potential of the teaching staff of government and private colleges.*

Table 3.1 revealed that job satisfaction of government college respondents with pay and promotional potential was better than private college respondents. Statistically t-value shows significant difference in the mean score of government & private college respondents, which indicates that job satisfaction level of government college respondents, is significantly higher than the private college respondents.

**Table3.1: Difference in job satisfaction level of government & private college respondents with pay and promotional potential**

Government (N=110)		Private (N=124)		t-value	p - Value	Result
Mean	S.D.	Mean	S.D.			
28.81	5.146	19.48	6.189	12.441	.000	Significant

Level of Significance = 0.05

*H<sub>02</sub>: Demographics such as designation, age, teaching experience and monthly income of teachers do not have any impact on job satisfaction with pay and promotional potential.*

In table 3.2 the test results indicated that chi-square value is significant in all of the cases which projects that demographics such as designation, age, teaching experience and monthly income of respondents have significant impact on job satisfaction with pay and promotional potential. So it can be inferred that demographics such as designation, age, teaching experience and monthly income of teachers have impact on job satisfaction with pay and promotional potential.

**Table3.2 Demographics impact on job satisfaction with pay and promotional potential**

Demographic Factor		Job satisfaction Level			Chi Square	
		Satisfied (Score>24)	Dissatisfied (Score≤ 24)	Total	Calculated Value	Significance
Designation	Professor	24	4	28	21.93	.000
	Associate Professor	15	25	40		
	Assistant Professor	13	24	37		
	Lecturer	18	26	44		
	Tutor	35	50	85		
	Total	105	129	234		
Age	Below 30 years	35	68	103	26.00	.000
	30-39 years	23	41	64		
	40-49 years	34	20	54		
	50 years and above	12	1	13		
	Total	104	130	234		
Teaching Experience	Below 3 years	37	36	73	19.62	.000
	3-6 years	17	50	67		
	7-9 years	14	4	18		
	10 years and above	37	39	76		
	Total	105	129	234		
Monthly Income	Below 10000	4	12	16	25.59	.000
	10000 to 20000	16	24	40		
	20000 to 30000	1	23	24		
	More than 30000	85	69	154		
	Total	106	128	234		

Level of Significance = 0.05

## V. CONCLUSIONS

From this research following conclusions are drawn:

1. Results showed that over all respondents were neither satisfied nor dissatisfied with pay and promotional potential
2. The results show that government college respondents were satisfied with pay and promotional potential. In other hand private college respondents were dissatisfied with pay and promotional potential.
3. The study revealed that job satisfaction of government college respondents with pay and promotional potential was better than private college respondents. Statistically t-value shows significant difference in the mean score of government & private college respondents, which indicates that job satisfaction level of government college respondents, is significantly higher than the private college respondents.
4. The test results indicated that chi-square value is significant in all of the cases which projects that demographics such as designation, age, teaching experience and monthly income of respondents have significant impact on job satisfaction with pay and promotional potential. So it can be inferred that demographics such as designation, age, teaching experience and monthly income of teachers have impact on job satisfaction with pay and promotional potential.

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