

Authorities Role in Job Satisfaction of the Non-Teaching Staff in the Colleges of Jorhat District, Assam.

Dr. Satya Deka
Associate Professor
Department of commerce
CKB Commerce College, Jorhat
K B Road, Near Circuit House,
Jorhat, Pin-785001, Assam.

ABSTRACT

The authorities are to manage the human resources in their respective colleges in a befitting manner aiming to get effective results through and with the people. In most of the institutions other than education sector, separate personnel departments are established to manage the human resources. But no such departments are established in the colleges despite these being the resource making middle level institutions in attaining academic growth of the country. But in the provincialised colleges of Assam no such human resource management is followed towards satisfying the non-teaching staff of the colleges. The study try to find out the how the authority give importance on non-teaching staff of the colleges of Jorhat district, Assam.

(Key words- Authority, Job Satisfaction, Non-teaching Staff, Provincialised College, Performance)

1. INTRODUCTION

In modern business environment, some organizations and institutions are highly successful, some are striving hard for success and some are unsuccessful. There are certain factors influencing their success and the most crucial one is the 'Management' and its role. The success and survival of any organizational activity, academic nor non-academic, depends on their effective and efficient management. Every human being as a social creature always prefers to work in a group. With the growth of science and technology, the birth of large scale industries, development of trade and commerce and a revolution in trade and communication, the need for organized group efforts has become more important. This group efforts has to be properly planned, organized, coordinated and controlled. In a nutshell, it has to be managed effectively so that, goal of the institution be achieved within the time frame. Today management is not just an exercise of blind authority or bossism, it also exercises scientific thinking, accurate planning and effective control to ensure quick and better results.

This research is therefore an attempt to explore the satisfactoral issues of non-teaching staff of the provincialised colleges of Jorhat district.

2. OBJECTIVES OF THE STUDY

- i) To study the role of authorities in satisfying job of non-teaching staff in the sample colleges of the district.
- ii) To study the reasons behind low job satisfaction among the non-teaching staff.

3. RESEARCH SIGNIFICANCE

The authorities of the provincialised colleges are to manage the human resources in their respective colleges in a befitting manner aiming to get effective results through and with the people. In most of the institutions other than education sector, separate personnel departments are established to manage the human resources. But no such departments are established in the colleges despite these being the resource making middle level institutions in attaining academic growth of the country. But in the provincialised colleges of Assam no such human resource management is followed towards satisfying the non-teaching staff of the colleges.

4. REVIEW OF LITERATURE

Already, a good number of research works on HR have been done in different parts of the world as well as in India and also in Assam. But it is noteworthy to mention that the findings of these studies are location specific. Attempts have been made from time to time by different researchers to show the feasibility and effectiveness of human resource performance in the colleges. In fact, these studies are conducted in different parts of the country using various analytical tools. Some of the literatures available are reviewed under the following heads.

I Naseem et.al (2015), in their study conducted in order to measure the job satisfaction of academic staff including both public and private colleges in Abbottabad. There are many factors that affect the level of job satisfaction but in this study, four factors including pay, job security, and relationship with co-workers and relation with supervisor are made available for discussion. The study states that majority of teachers are satisfied with the nature of job, salary and relation with supervisor¹.

Jacoby Margarat (2014), in his research article states that happy workers are productive workers. To motivate the workers one's must follow some ways which are more communicate be an example to work hard, empower them by way of giving authority, offer opportunities for advancement and lastly provide incentives like extra pay, gift cards, ticket to the movies or other low cost way to show appreciation. Motivation plays a key role in keeping one's best employees².

NaileIdah, et.al (2014), in their study entitled "The Role of Leadership in Employee Motivation" establishes the role of leadership style in motivating the teaching staff to be committed to their work. The study also reveals that there is a strong relationship between transformational leadership behaviours and commitment. The findings of

¹ I Naseem and M Salman, (2015), Measuring job satisfaction level of the Academic staff, Business and Financial Affair, 2015, 4:2. (www.doi.org/10.4172/2167-0234-1000142) Open access journal.

² Margarat Jacoby, (2014), 5ways to motivate your employees, Huffost.com. access on 3rd November 17 at 12.49.pm(www.twitter.com/Margaratjacoby)

the study highlights the relationship trust, inspiring a shared vision, encouraging creativity and emphasizing the development as a positive aspect of motivation³.

Ganta Vinay (2014), examines in his paper that most of the employees need motivation to feel good about their jobs and perform optimally. Some employees are money motivated while others cry for recognition and reward personally. The paper states that the motivated workers carry out their responsibilities to the best of their ability to increase production as a results. The author also emphasizes on the importance of motivation in the workplace to improve the employee performance and productivity⁴.

Gupta, R. N. (2007), in his book defines motivation as a planned managerial process which stimulates people to work to the best of their capabilities for the most effective and efficient realization of the common objectives; by providing them with motives to work for, based on their unfulfilled needs. It is in fact pressing the right button to get the desired human behavior⁵.

Prathima, S.D. (1994), strongly believes that 'workers participation in management (WPM)' is an integral part of HR theories and practices in any organization for smooth conduct. The thesis, "A Study on Workers Participation in Management", emphasizes the role of the technique in corporate and institutional governance suggests to accept it as a technique to inculcate the sense of belongingness among workers and employees in an organization. It is a strong measure of HRD⁶.

5. METHODOLOGY

The present study is conducted in Jorhat District of Assam. The provincialised general degree colleges are selected for the study. 13 provincialized general degree colleges are purposively and conveniently selected.

The study is based on both primary and secondary data. The primary data have been collected by distributing questionnaires to the non-teaching staff of the colleges. However, only 73 questionnaire from non-teaching staff have been used for the study. The data had been collected for the study is in between March, 2013 to Dec. 2017.

³ NaileIdah and Jacob M Selesho, (2014), Mediterranean Journal of Social Sciences, MCSER Publishing, Rome-Italy Vol. 5 No. 3 March 2014, pp.175-182

⁴ Vinay Chaitanya Ganta, (2014), Motivation in the work place to improve the employee performance, International Journal of Engineering Technology, Management and Applied Sciences, Nov. 2014, Vol. 2, Issue 6, pp. 221-230.

⁵ R N Gupta, (2007), Principles of Management, S Chand, New Delhi, p. 301

⁶ Prathima, S.D. (1994), A Study on Workers Participation in Management, Unpublished Ph.D. Thesis, University of Chennai, p. 33, 37, 43.

6. RESULTS AND ANALYSIS

Non-teaching staff of the colleges plays significant role in running the day to day affairs of the colleges. There are a total of 205 non-teaching staff working in different categories in all the colleges of the district. The job satisfaction of the non-teaching staff carry similar importance in achieving the institutional goals. The different satisfactoral issues of non-teaching staff of the sample colleges are hence taken for analysis and interpretation thereby finding a conclusion.

Table - 6.1

Age of the Respondents of Non-teaching Staff

| Age in Range | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|-----------|---------|---------------|--------------------|
| 21-30 | 6 | 8.20 | 8.20 | 8.20 |
| 31-40 | 6 | 8.20 | 8.20 | 16.40 |
| 41-50 | 30 | 41.10 | 41.10 | 57.50 |
| 51-60 | 31 | 42.50 | 42.50 | 100.00 |
| Total | 73 | 100.00 | 100.00 | |

Source: Compiled from primary data

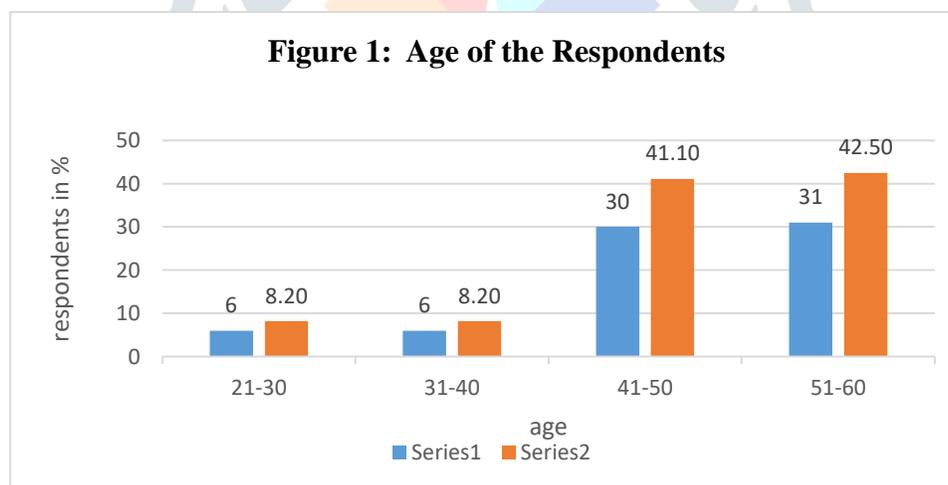


Table - 6.1 indicates the age-wise distribution of the respondents. It is observed that a large number of non-teaching staff, that is, 42.50 p.c. is under the age group of 51-60 years followed by 41.10 p.c. under the age group of 41-50 years. The respondents under 31-40 years and 21-30 years of age groups are 8.20 p.c. each.

Table - 6.2
Gender of the Respondents of Non-teaching Staff

| Sex | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------|-----------|---------|---------------|--------------------|
| Male | 61 | 83.60 | 83.60 | 83.60 |
| Female | 12 | 16.40 | 16.40 | 100.00 |
| Total | 73 | 100.0 | 100.00 | |

Source: Compiled from primary data

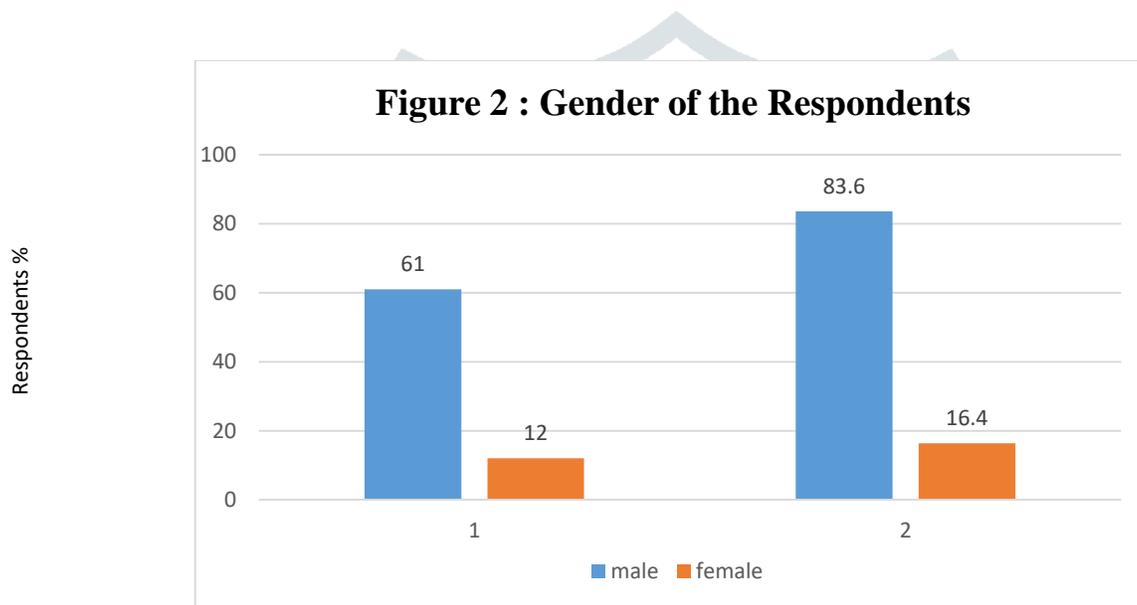


Table - 6.2 presented above describes the gender of the respondents of the sample. Of the total sample, 61 are male respondents representing 83.60 p.c. and 12 are female respondents representing only 16.40 p.c. of the sample.

Table - 6.3
Designation of the Respondents of Non-teaching Staff

| Designation | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------|-----------|---------|---------------|--------------------|
| UDC | 25 | 34.2 | 34.2 | 34.2 |
| LDC | 48 | 65.8 | 65.8 | 100.0 |
| Total | 73 | 100.0 | 100.0 | |

Source:- Compiled from primary data.

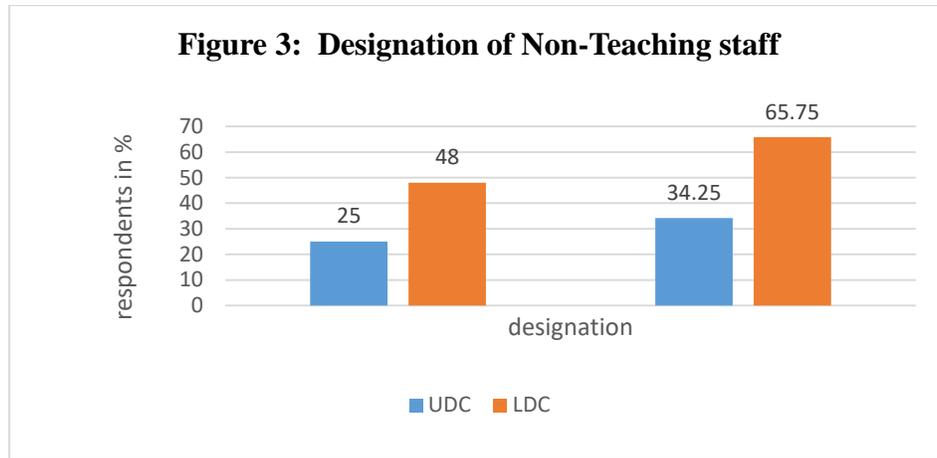
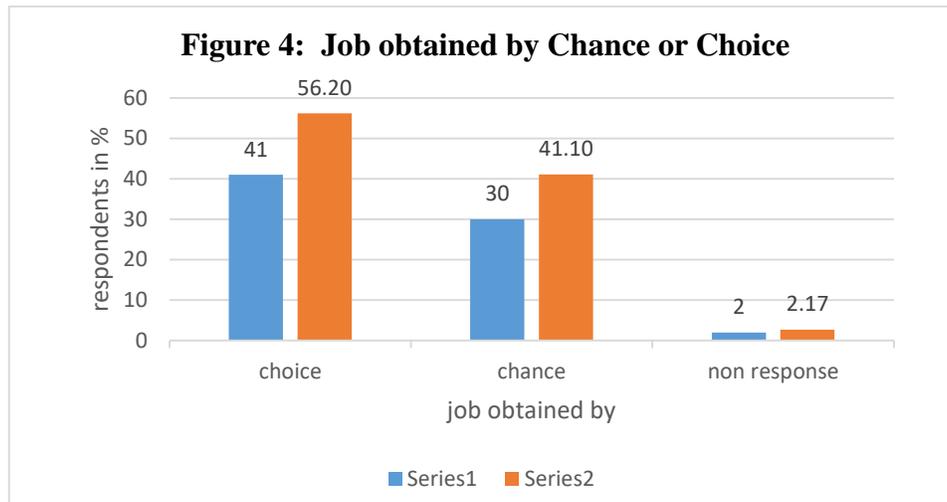


Table - 6.3 shows the designation of the respondents. It shows that only 34.20 p.c. is working as Upper Division employee group and rest of the respondents is under Lower Division Employee group representing 65.80 p.c. of the respondents. The representation of sub-staff is 35 p.c. of the total office staff engaged in the sample colleges. The pattern of questions asked to them was same as those of questions asked to the academic faculties. The replies of the respondents have been taken and analyzed below.

Table - 6.4
Job Obtained by Chance or Choice

| Nature of Response | Frequenc y | Percent | Valid Percent | Cumulative Percent |
|--------------------|------------|---------|---------------|--------------------|
| Choice | 41 | 56.20 | 56.20 | 56.20 |
| Chance | 30 | 41.10 | 41.10 | 97.30 |
| Non response | 2 | 2.70 | 2.70 | 100.0 |
| Total | 73 | 100.00 | 100.00 | |

Source: Compiled from primary data



Non-teaching staff play the role as ‘blood’ of the institutions. Therefore, it is urgently required to know whether their jobs are obtained by chance or by choice. Since, fidelity comes from the heart and if jobs are obtained by choice the will power to serve better towards the institutions facilitate the institutions in achieving its goals. Table - 6.4 above shows that 56.20 p.c. of the respondents obtained their jobs by choice, when 41.10 p.c. obtained their jobs by chance and 2.70 p.c. remain silent. It is not at all a good indication for the institutions since the respondents who obtained their jobs by chance may never be satisfied who infact need more attention from the administration including regular participation in discussion and workshop.

Table - 6.5
Head Encourages Discussion

| Nature of Response | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------|-----------|---------|---------------|--------------------|
| Yes | 67 | 91.80 | 91.80 | 91.80 |
| No | 6 | 8.20 | 8.20 | 100.00 |
| Total | 73 | 100.00 | 100.00 | |

Source: Compiled from primary data.

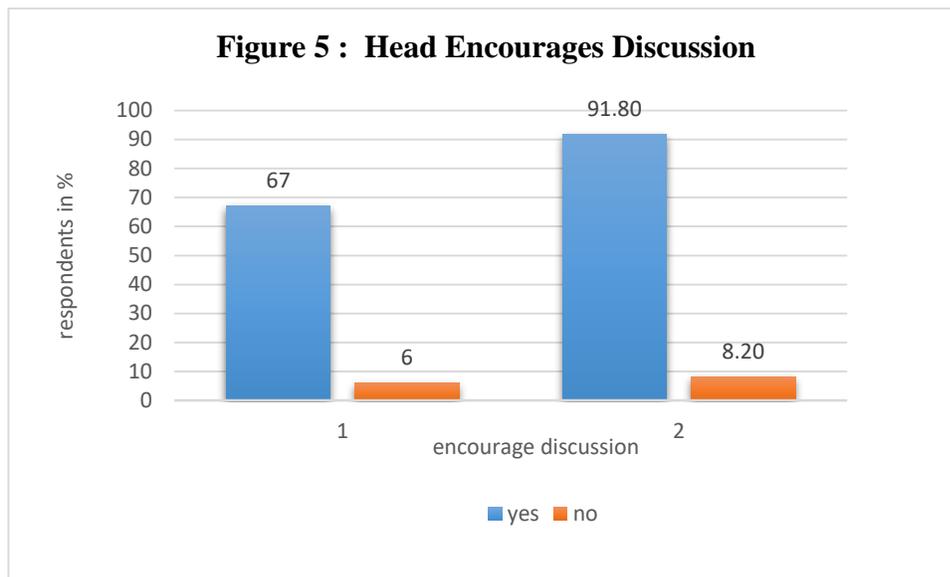
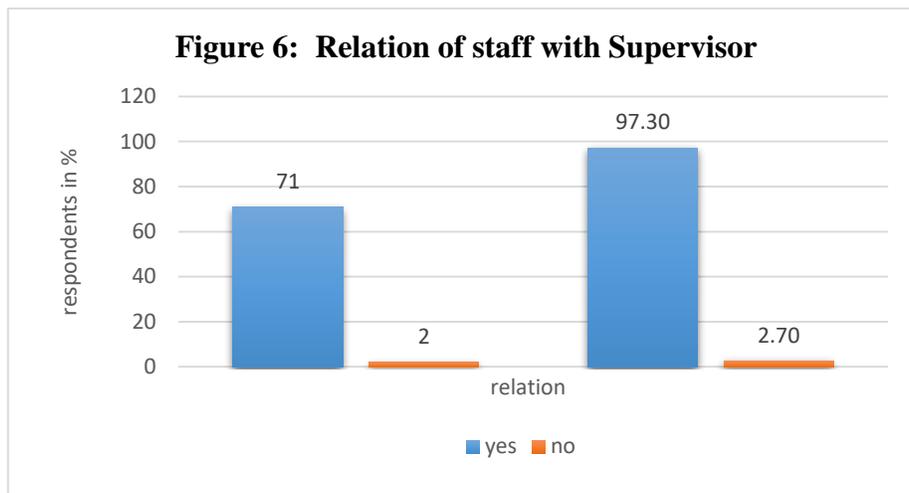


Table - 6.5 shows respondents response, when from the total of 73 sample, 91.80 p.c. reported that they are encouraged in discussion and only 8.20 p.c. replied in negative manner. It is observed that majority of the non-teaching staff recognized their participation in discussion table. So to develop the sense of belongingness of the employed towards the institution all the office staff should be encouraged more to participate in discussion and workshop. It will improve the morale and performance of the non-teaching staff in their places of work apart from developing a good relation with the supervisors and heads of the institutions.

Table - 6.6
Relation of Staff with supervisor

| Nature of Response | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------|-----------|---------|---------------|--------------------|
| Yes | 71 | 97.30 | 97.30 | 97.30 |
| No | 2 | 2.70 | 2.70 | 100.0 |
| Total | 73 | 100.00 | 100.00 | |

Source: Compiled from primary data.

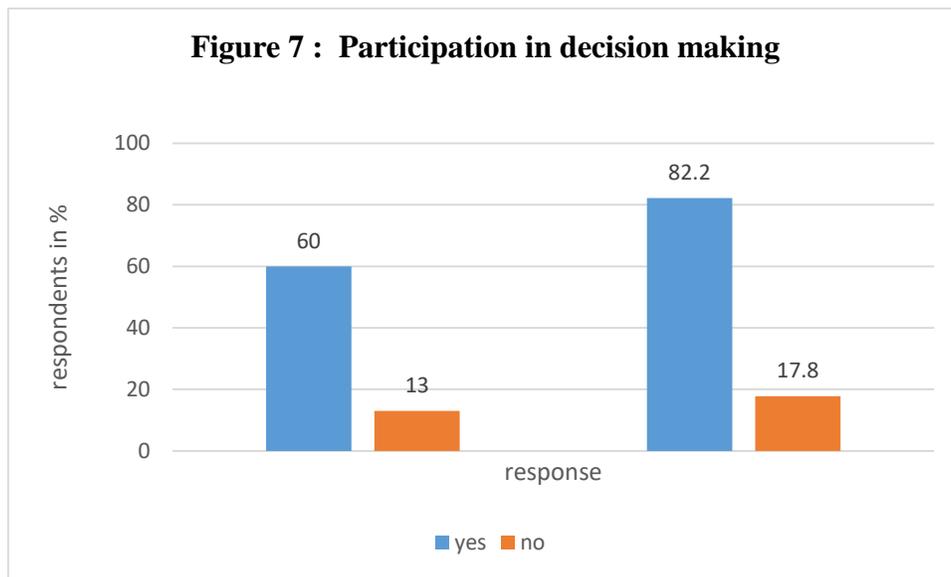


The supervisor of non-teaching staff is to play a friendly and supportive role with the subordinate and colleagues. He/she is to supervise the staff in all respects while in office work. It is clear from the Table - 6.6 above, that 97.30 p.c. of the sample agreed that they are treated as friendly as supportive like brothers and sisters, while only 2.70 p.c. directly disagreed with the views as above. Therefore, it is evident that supervisors relationship with the staff is friendly and supportive which make the non-teaching staff happy and performing. Besides they also reported their happiness for being allowed to participate in decision making process.

Table - 6.7
Head Allows to Participate in Decision Making

| Nature of Response | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------|-----------|---------|---------------|--------------------|
| Yes | 60 | 82.20 | 82.20 | 82.20 |
| No | 13 | 17.80 | 17.80 | 100.0 |
| Total | 73 | 100.00 | 100.00 | |

Source: Compiled from primary data.

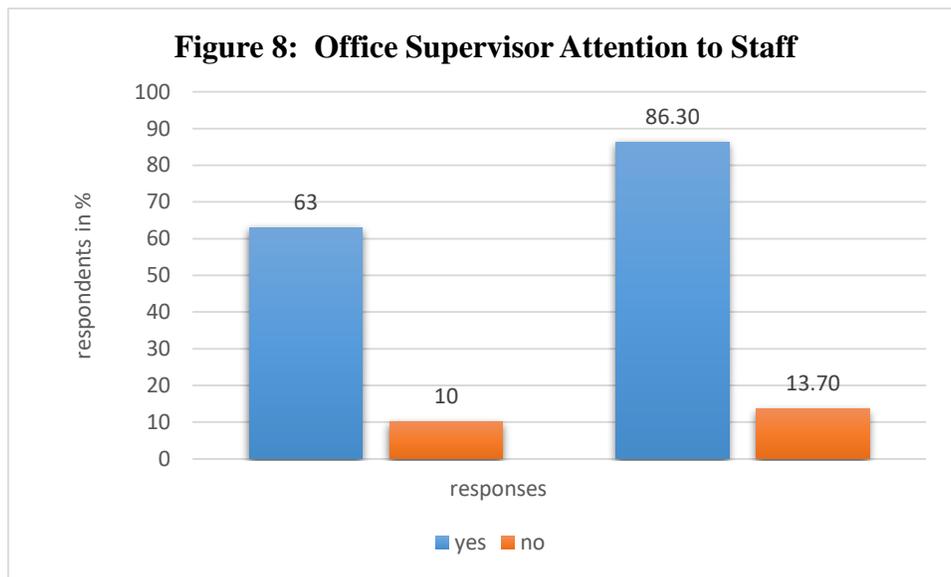


The most important factor to be considered by the authority is to make the non-teaching staff feel the sense of belongingness towards the institutions by being allowed to participate in every decision making process. This encourages the non-teaching staff of the colleges to become part and parcel of the institutions. Their feelings and opinions as and when are accepted in decision making process they start feeling secured in the system. From the sample 73, as high as 82.20 p.c. participated in decision making when 17.80 p.c. denied their participation. Since majority of the sample agreed that they are allowed in decision making process, the non-teaching employees feel satisfied. The authority therefore, should always try to maintain such endeavor in this mark. It leads to conclude that the non-teaching staff of the colleges are satisfied while participating in decision making process of the colleges. It indirectly reveals that their office supervisors in the offices also listen to them to put forward their views before the authority.

Table - 6.8
Office Supervisor Attention to staff

| Nature of Response | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------|-----------|---------|---------------|--------------------|
| Yes | 63 | 86.30 | 86.30 | 86.30 |
| No | 10 | 13.70 | 13.70 | 100.00 |
| Total | 73 | 100.00 | 100.00 | |

Source: Compiled from primary data.

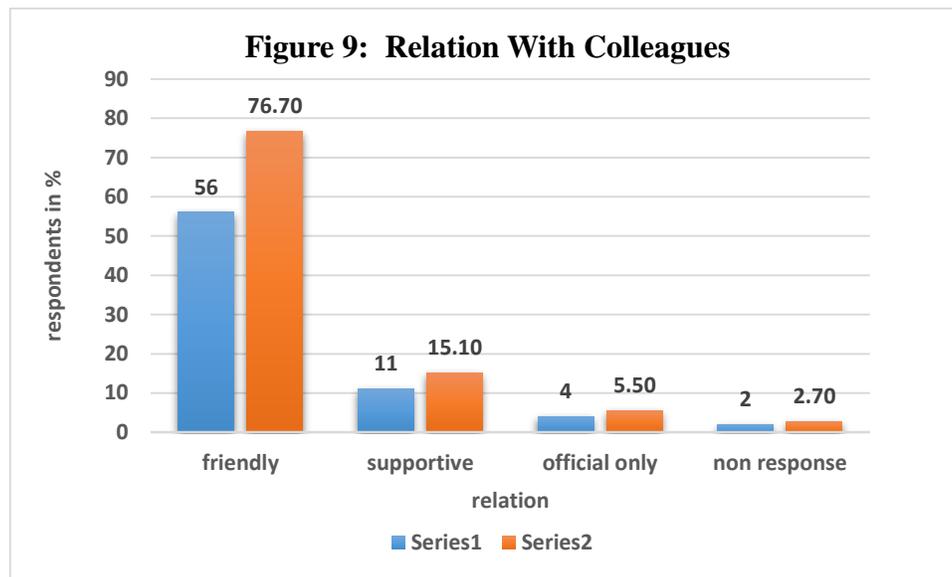


Office supervisor here in the study means, the Head Assistant of the colleges and is responsible to supervise all the office staff. Therefore, he/she is to pay attention to the non-teaching staff in all aspects. It is evident from the Table - 6.8 that 86.30 p.c. of the sample respondents consented that their office supervisors always listen to them and only 13.70 p.c. ignore it. It reveals that, majority of the respondents represented their acceptance that they are satisfied on the role of supervisors of the institutions which reflects relation both within and outside, if any, is good.

Table - 6.9
Relation with Colleagues

| Nature of Response | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------|-----------|---------|---------------|--------------------|
| Friendly | 56 | 76.70 | 76.70 | 76.70 |
| Supportive | 11 | 15.10 | 15.10 | 91.80 |
| Official only | 4 | 5.50 | 5.50 | 97.30 |
| Non response | 2 | 2.70 | 2.70 | 100.00 |
| Total | 73 | 100.00 | 100.00 | |

Source: Compiled from primary data

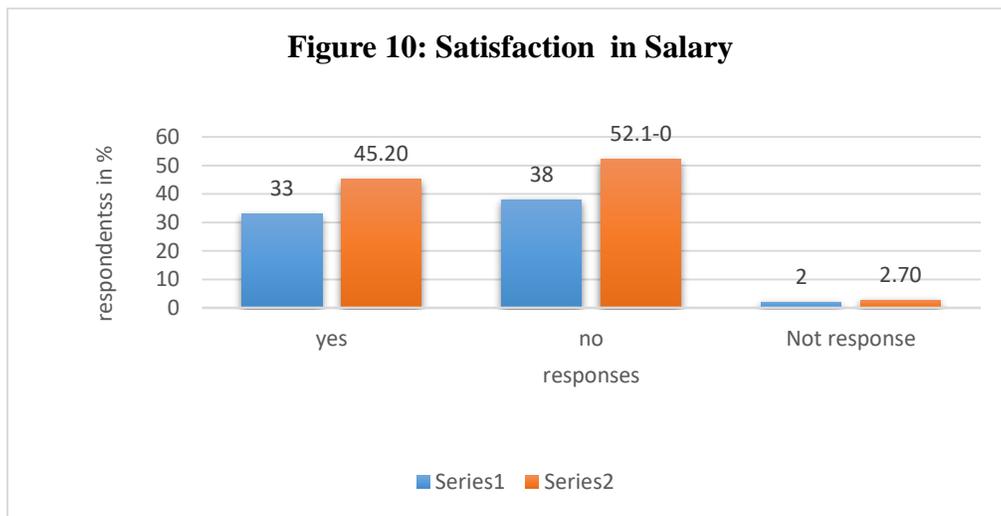


The modern academic system expects cordial relationship among all the staff. It removes the differences from among the staff and improve performance in their respective fields. The above Table - 6.9 shows the relationship of the non-teaching staff. Infact, 76.70 p.c. of the sample employees reported their relation friendly and 15.10 p.c. signifies supportive, followed by official only 5.50 p.c. The rest 2.70 p.c. of the sample remain non-responsive. It is evident from the respondents that majority of the sample reported friendly relationship mostly within colleagues and official, teachers and students which also signifies that they are satisfied in most regards.

Table - 6.10
Satisfaction in Salary

| Nature of Response | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------|-----------|---------|---------------|--------------------|
| Yes | 33 | 45.20 | 45.20 | 45.20 |
| No | 38 | 52.10 | 52.10 | 97.30 |
| Not response | 2 | 2.70 | 2.70 | 100.00 |
| Total | 73 | 100.00 | 100.00 | |

Source:- Compiled from primary data.



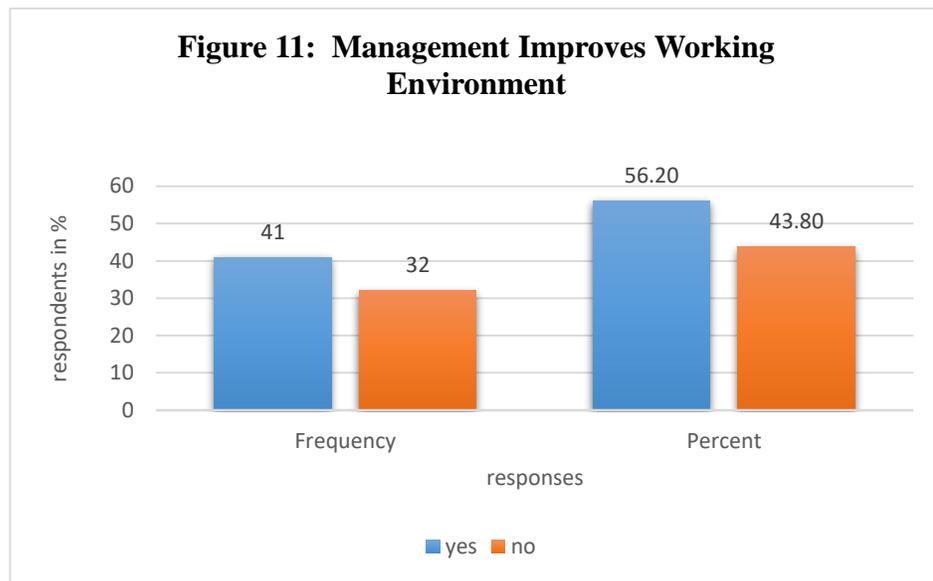
Source: Compiled from primary data

Generally, satisfaction of the employees depends on the pay structure of the employees which fulfil their basic needs. Table - 6.10 represents a mixture of satisfaction level on salary which tilted a little on dissatisfaction side. Out of total sample, 45.20 p.c. sample reveals satisfaction on salary but majority of the sample that is 52.10 p.c. explains their dissatisfaction when 2.70 p.c. remains non-responsive. The respective authority and the government must give due importance to provide good compensation to the employees so that they can fulfil their basic needs. Therefore, the pay structure of the non-teaching staff need to be modified and increased to a satisfactory level along with improving the working environment in the colleges of the state of Assam.

Table - 6.11
Management Improves Working Environment

| Nature of Response | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------|-----------|---------|---------------|--------------------|
| Yes | 41 | 56.20 | 56.20 | 56.20 |
| No | 32 | 43.80 | 43.80 | 100.00 |
| Total | 73 | 100.00 | 100.00 | |

Source:- Compiled from primary data.



Working environment is another motivating factor to satisfy the employees of the institutions. Every authority should always provide the best favourable working condition with good environment so that the staff do not restrain themselves unfavourable in working environment. On the other hand, in any adverse situations, the anticipated results cannot be obtained. Table - 6.11 observes that 56.20 p.c. of the respondents agree that management is always active in taking initiative to improve the working environment in the colleges. On the other hand as high as 43.80 p.c. responded no since their authorities do not take any action to improve working environment. Authority and management should therefore try to improve the working environment. Table -.11 reveals that non-teaching staff as many as 80 p.c. of the respondents, agree in their manifestation. It leads to conclude that authority shall take necessary initiative to improve working environment available with the office staff.

Table - 6.12

Management Initiate for Job Satisfaction

| Nature of Response | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------|-----------|---------|---------------|--------------------|
| Yes | 41 | 56.20 | 56.20 | 56.20 |
| No | 32 | 43.80 | 43.80 | 100.00 |
| Total | 73 | 100.00 | 100.00 | |

Source: Compiled from primary data

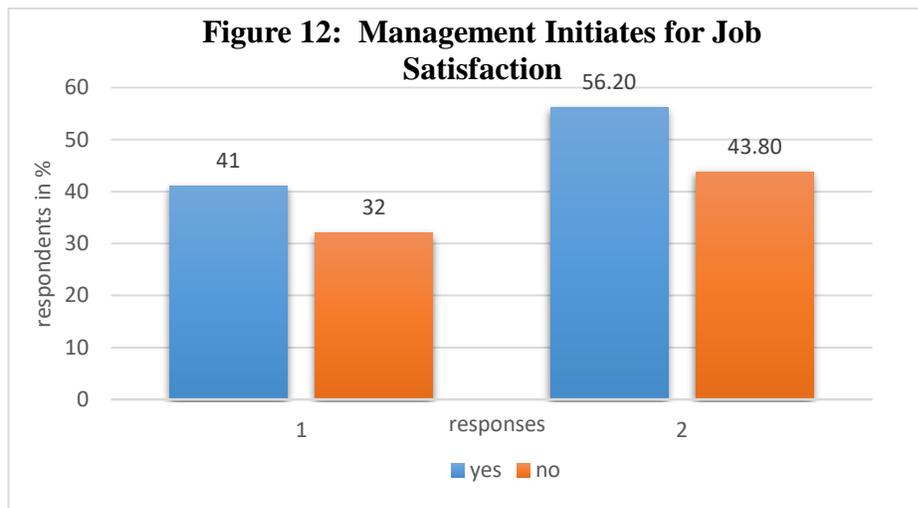


Table - 6.12 shows the authority's resourcefulness to improve the job satisfaction of employees. Out of the total sample, 56.20 p.c. responded 'yes' while 43.80 p.c. reported 'no'. Though the percentage is high in agreeing the resourcefulness of the authorities yet it remains around 56.20 p.c. only which does not indicate high degree of job satisfaction in the colleges under study. Authority, say the management, should always try to increase the degree of job satisfaction spontaneously in achieving their level of satisfaction. This will boost the morale of non-teaching staff and motivate them at work places. In both working environment and job satisfaction, the satisfaction level of respondents are at the same rate and level.

6. Findings of the Study

The findings of study on level of satisfaction of non-academic employees are as pointed below:-

1. It reveals that as much as 56.2 p.c. of the sample non-teaching staff obtained their jobs by choice where as 43.8 p.c. of the respondents has had their jobs by chance.
2. As high as 91.8 p.c. of the respondents agreed that they feel encouraged in discussion at various levels while 8.2 p.c. discarded their participation in discussion.
3. A total of 97.3 p.c. of non-teaching respondents agreed that their relation with the supervisor is friendly and always supportive.
4. The employee relation with colleagues is always friendly and supportive as 76.7 p.c. respondents consented favourably in this regard.
5. In case of salary structure, 45.2 p.c. respondents expressed satisfaction, but the majority, that is, 52.1 p.c. dissatisfied the statement.

6. As much as 56.2 p.c. agreed that authority tries to improve job satisfaction while 43.8 p.c. denied summarily.

7. Conclusion

The non-teaching staff are the other important human resources of the colleges of Jorhat district. The success of the colleges depends on these staff. So the authority must play a proper role to satisfy the non-teaching staff. The study shows that in most of the satisfactoral factors, they are not satisfied, as a result, dissatisfaction of the staff in their work places increases which in turn generate lower performance. Out of the sample, 56.2 p.c. respondents obtained their jobs by choice and 43.8 p.c. respondents obtained their jobs by chance which signifies huge necessity of motivation in the present work culture which otherwise will hamper the interest of the organization. Relation with the head and supervisor as reported by 91.8 p.c. respondents is interesting when 97.3 p.c. of the respondents expressed good relation with supervisor. Similarly, the pay structure of the non-teaching staff is one of the main reasons for their dissatisfaction. Out of the sample considered, 52.1 p.c. is not satisfied in salary pattern. There must be provision to convey the grievances of the staff to the respective authority for increasing the pay. Hence, authority's attention is needed in this regard to give a rightful sight for the satisfaction of the non-teaching staff.

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