

A COMPARATIVE STUDY OF JOB SATISFACTION AMONG NON-TEACHING STAFF: EVIDENCE FROM KURUKSHETRA UNIVERSITY AND NIT KURUKSHETRA

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ABSTRACT

This study aims to analyze job satisfaction among non-teaching employees at Kurukshetra University and the National Institute of Technology (NIT) Kurukshetra. Using a comparative approach, the research identifies key factors contributing to job satisfaction, including work environment, pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work, and communication. Data was collected through structured questionnaires distributed to non-teaching staff at both institutions. The results indicate significant differences in job satisfaction levels between the two groups. Employees at NIT Kurukshetra reported higher satisfaction levels compared to their counterparts at Kurukshetra University, particularly in terms of salary and career advancement opportunities. The study concludes with recommendations for improving job satisfaction among non-teaching staff, emphasizing the need for better salary structures, enhanced career development programs, and improved working conditions. These findings provide valuable insights for policymakers and administrators aiming to foster a more positive and productive work environment in academic institutions.

Key words: non-teaching employees, kurukshetra university, NIT, job satisfaction, comparative study

1. INTRODUCTION

Job satisfaction is a critical factor influencing the overall performance and productivity of employees in any organization. While much research has focused on teaching staff within educational institutions (Abouserie, 1996; Oshagbemi, 1996; Lancy and Sheehan, 1997; Oshagbemi, 1998; Have et al., 2000; Madhavan, 2001; Koustelios, 2001; Ardic and Bas, 2002; Sesanga & Garrett, 2005; Stevens, 2005; Akfopure et al. 2006; Chen et al. 2006; Singhet al., 2007; Ghazi et al., 2009; Necsoi, 2011; Ilyas and Amjad, 2011; Pronay, 2011; Pabla, 2012; Khalid et al. 2012; Saraswati, 2013; Nigam and Jain, 2014; Nayak and Nayak, 2014; Hagos and Abrha, 2015; Khuntia and Adhikary, 2015; Masum et al., 2015; Sarna, 2015; Rinny et al., 2020; Devi and Bharatwal, 2020 etc.), non-teaching employees play an equally vital role in ensuring the smooth operation and success of these institutions. Non-teaching employees, who include administrative staff, maintenance workers, and other support personnel, are essential to the functioning of universities, yet their job satisfaction levels often receive less attention in academic studies.

Job Satisfaction is an important part of Human resource Management. Job satisfaction is a feeling of contentment that is derived from the appraisal of one's job and the understanding that the job is assisting in achieving one's goals. Satisfaction leads to more productivity, and intent to remain in the

organization. On the other hand, job dissatisfaction was found to increase absenteeism, turnover, high stress and grievances (Kirsch, 1990). The present research is dedicated to study the job- satisfaction among Non – Teaching employees of two leading institutes of Haryana located at one place- Kurukshetra University Kurukshetra (KUK) and National Institute of Technology (NIT) Kurukshetra.

2. LITERATURE REVIEW

The overall development of any institution is largely influenced by the level of job satisfaction among its employees. Various studies have emphasized that factors such as working conditions, interpersonal relationships, salary, promotion opportunities, and welfare measures significantly affect employee satisfaction (Mishra, 2018; Azeem & Quddus, 2014; Hari, 2017). Saji and Mohammad (2014) found that aspects like work environment, supervision, and organizational culture also play a critical role.

Wright and Cropanzano (2000) linked job satisfaction with psychological well-being and performance. Similarly, demographic factors such as age, gender, and tenure influence satisfaction levels (Azeem, 2010; Kumari & Afroz, 2013). Rizwan et al. (2012) identified teamwork, workplace environment, rewards, and training as major contributors to job satisfaction.

Parvin and Kabir (2011) focused on pharmaceutical companies, highlighting supervision, co-worker relationships, and fringe benefits as primary influencers. In contrast, Singh and Jain (2013) emphasized the importance of job security and relationships with senior authorities in general workplace contexts. Kushwaha and Lodhwal (2013), applying Herzberg's theory, found that motivation factors (such as age and experience) positively influenced satisfaction, while education had a negative correlation.

Research in higher education institutions has yielded similar findings. Hari (2017) revealed that non-teaching staff were generally satisfied with welfare measures but dissatisfied with training programs. Saji and Mohammad (2014) confirmed that while the work environment in Saudi universities was satisfactory, compensation remained an area of discontent. Adu-Gyamfi and Boahen (2017) found that affective, continuance, and normative commitments accounted for about 74% of satisfaction levels among non-teaching university staff in Ghana.

Dennis and Josphat (2018) identified a strong link between transformational leadership and employee performance, while Onyibor et al. (2021) highlighted the significance of perceived leadership styles and commitment in predicting job satisfaction. Ayodele and Abu (2022) stressed the need for job security and fair employment practices in public universities to enhance satisfaction. Kumari and Afroz (2013) found a significant correlation between life satisfaction and affective commitment, where recognition and belonging played a key role in satisfaction (Azeem & Quddus, 2014; Rana & Singh, 2016).

Overall, the literature indicates that job satisfaction among non-teaching employees is multidimensional, affected by both tangible elements (e.g., salary, promotion) and intangible ones (e.g., emotional connection, leadership style).

3. DATA BASE AND METHODOLOGY

The primary objective of the present study is to understand, analyse and evaluate the level of job – satisfaction in non-teaching employees of Kurukshetra University and National Institute of Technology, Kurukshetra.

3.1 Sample Design

In the present study, a sample size of 130 non-teaching employees has been taken among the various positions held by employees in KUK and NIT. Purposive sampling is adopted to select a sample. Sample of study includes employees who are Superintendent, Assistant and Clerk from KUK and NIT. Sample profile is given in table 3.1

Table 3.1
Sample Profile

Sr. No.	Name of Organization/Institution	No. of Employees
1	Kurukshetra University, Kurukshetra	75
2	National Institute of Technology, Kurukshetra	55
	Total	130

3.2. Measurement of Job Satisfaction

Structured questionnaire on Job satisfaction designed by Paul E. Spector is used. The 36 statements are relating to pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work, and communication. The structured questionnaire is designed on the basis of six point likert scale. The reliability of the questionnaire was checked by applying chronbach's Alfa test. The value of chronbach's Alfa was found to be .851 which is sufficient.

4. JOB SATISFACTION OF NON-TEACHING EMPLOYEES – AN ANALYSIS

This section deals with the analysis of primary data which was accumulated with the purpose of achieving our research objectives. The data was analyzed by using statistical techniques like mean, standard deviation, frequency, percentage analysis and t-test.

4.1 Descriptive Analysis

The section describes the demographic profile of Non-Teaching Employees. Table 4.1 presents inclusionary profile of the respondents. A total of 130 non-teaching employees participated in the study.

Table 4.1 Sample profile

Profile Variable	Category	Frequency	Percentage
Organisation	KUK	75	57.7
	NIT	55	42.3
Job type	Permanent	81	62.3
	Contractual	49	37.7
Designation	Superintendent	12	9.2
	Assistant	48	36.9
	Clerk	70	53.8
Gender	Male	83	63.8
	Female	47	36.2
Work experience (Years)	Up to 5	33	25.4

	5-10	34	26.2
	10-15	36	27.7
	More than 15	27	20.8
Marital Status	Married	103	79.2
	Unmarried	27	20.8
Region	Rural	44	33.8
	Urban	86	66.2
Qualification	Senior secondary	22	16.9
	Bachelor degree	62	47.7
	Master degree	40	30.8
	Any other	6	4.6
Age (in years)	Upto 30	38	29.2
	31-40	54	41.5
	41 and above	38	29.2

Source: Primary Data

Table 4.1 shows that 57.7 percent respondents are working in Kurukshetra University and 42.3 percent are working in NIT. 62.3 percent respondents are working on permanent post and 37.7 percent respondent working on contractual post. Designation wise, 9.2 percent respondent are working as Superintendent, 36.9 percent respondents are working as Assistant and 53.8 percent are working as Clerk. Gender wise, 63.8 percent respondent are Males and 36.2 percent are Females.

Work experience wise, 25.4 percent of respondents are having up to 5 years of experience, 26.2 percent are having 5-10 years experience, 27.7 percent are having 10-15 years experience and 20.8 percent are having more than 15 years experience. Marital status wise, 79.2 percent respondents are married and 20.8 percent is Unmarried. Region wise, 33.8 percent respondents belong to Rural area and 66.2 percent belong to Urban area. Qualification wise, 16.9 percent respondents have senior secondary degree, 47.7 percent are having bachelor degree, 30.8 percent have Master degree and 4.6 percent have any other degree. Age wise, 29.2 percent respondents belong to up to 30 years age group, 41.5 percent belong to 31-40 years age group and 29.2 percent belong to 41 and above age group.

4.2 Perceptions of non-teaching employees on various dimensions of job satisfaction

In order to fulfill the objectives of the study, the data has been analyzed with the help of Mean, Standard Deviation and t-test. Table 4.2 shows the data analyzed through t-test.

Table - 4.2

Comparison of KUK and NIT Non-Teaching Employees on various Dimensions of Job Satisfaction

Dimension	Statements	KUK N=75		NIT N=55		Overall		t-value	p-value
		Mean	SD	Mean	SD	Mean	SD		
Pay	I feel I am being paid a fair amount for the work I do.	3.893	1.632	4.454	1.102	4.13	1.454	-2.338	.021*
	Pay increases are very lesser.	3.64	1.512	4.727	1.026	4.10	1.429	-4.879	.000*
	I feel unappreciated by the organization when I think about what they pay me.	4.186	1.69	4.309	1.274	4.238	1.523	-.471	.639
	I feel satisfied with my chances for salary increases.	3.906	1.552	4.218	1.048	4.038	1.366	-1.364	.175
Promotion	There are really little chances for promotion in my job.	3.053	1.851	4.109	1.257	3.50	1.703	-3.869	.000*
	Those who do well on the job stand a fair chance of being promoted.	3.346	1.848	4.49	1.152	3.83	1.685	-4.333	.000*
	People get ahead as fast here as they do in other places.	3.00	1.627	4.40	1.132	3.592	1.593	-5.783	.000*
	I am satisfied with my chances for promotion.	3.24	1.738	4.327	1.00	3.70	1.563	-4.495	.000*
Supervision	My supervisor is competent in doing his/her job.	3.973	1.585	4.40	1.241	4.153	1.459	-1.657	.10
	My supervisor is unfair to me	4.026	1.778	4.20	1.483	4.10	1.655	-.588	.557
	My supervisor shows little interest in the feelings of subordinates.	3.826	1.671	4.236	1.318	4.00	1.54	-1.561	.121
	I like my supervisor	3.88	1.567	4.49	.978	4.138	1.379	-2.727	.007*
Fringe benefit	I am not satisfied with the benefits I receive	3.773	1.59	4.345	1.265	4.015	1.483	-2.283	.024*
	The benefits we receive are as good as most other organizations offer.	3.80	1.568	4.636	.949	4.153	1.40	-3.771	.000*
	The benefit package we have is equitable.	4.00	1.533	4.309	1.215	4.13	1.41	-1.237	.218
	We are not getting certain benefits which we should get.	3.413	1.763	4.09	1.221	3.70	1.587	-2.587	.011*
Contingent Rewards	When I do a good job, I receive the recognition for it that I should receive.	3.906	1.831	4.49	1.152	4.153	1.601	-2.226	.028*
	I do not feel that the work I do is appreciated.	4.32	1.517	4.254	1.265	4.292	1.411	.260	.795
	There are few rewards for those who work here.	3.346	1.789	3.981	1.380	3.615	1.653	-2.283	.024*
	I don't feel my efforts are rewarded the way they should be.	3.56	1.71	4.327	1.202	3.884	1.558	-3.002	.003*
Operating Conditions	Many of our rules and procedures make doing a good job difficult.	3.666	1.398	4.454	1.135	4.00	1.346	-3.541	.001*

	My efforts to do a good job are sometime blocked by red tape.	3.866	1.398	4.654	1.057	4.20	1.32	-3.506	.001*
	I have too much to do at work	3.053	1.815	4.381	1.254	3.615	1.727	-4.933	.000*
	I have too much paperwork	3.106	1.805	4.145	1.223	3.546	1.661	-3.908	.000*
Co-workers	I like the people I work with.	4.946	1.064	4.781	1.012	4.876	1.041	.891	.375
	I find I have to work harder at my job because of the incompetence of people I work with.	3.826	1.427	4.309	1.245	4.03	1.369	-2.008	.047*
	I enjoy with my coworkers.	4.626	1.249	4.563	1.166	4.60	1.211	.292	.771
	There is too much bickering and fighting at work.	4.16	1.489	4.363	1.324	4.246	1.42	-.807	.421
Nature of work	I sometimes feel my job is meaningless.	4.293	1.574	4.418	1.181	4.346	1.418	-.516	.606
	I like my job.	4.68	1.49	4.836	1.049	4.746	1.319	-.702	.484
	I feel a sense of pride in doing my job.	4.973	1.355	4.672	1.072	4.846	1.248	1.361	.176
	My job is enjoyable.	4.386	1.55	4.527	1.051	4.446	1.358	-.616	.539
Communication	Communications seem good within this organization.	4.266	1.436	4.636	.930	4.423	1.256	-1.778	.078
	The goals of this organization are not clear to me.	3.973	1.488	4.309	1.215	4.115	1.384	-1.371	.173
	I often feel that I do not know what is going on within the organization.	3.986	1.546	4.381	1.13	4.153	1.394	-1.683	.095
	Work assignments are not fully explained.	3.76	1.73	4.29	1.083	3.984	1.509	-2.145	.034*

Source: Primary Data (*significant at 5% level of significance)

The results indicate that NIT employees are comparatively more satisfied with various aspects of pay as compared to their counterparts in KUK. The t-test results further support this conclusion. Overall, NIT employees demonstrated higher satisfaction with promotion-related aspects compared to KUK employees. The t-test results indicate that all four statements show statistically significant differences at the 5% level.

NIT employees showed higher satisfaction with supervision. The t-test results reveal a significant difference at the 5% level only for Statement 4, with NIT employees reporting significantly higher satisfaction.

The results indicate higher satisfaction with fringe benefits among NIT employees. The t-test results show significant differences at the 5% level for Statements 1, 2, and 4, with NIT

employees reporting significantly higher satisfaction on all three.

The results suggest moderate satisfaction with operating conditions. Both KUK and NIT employees recorded the highest means on Statement 2, while the lowest means were observed on Statement 3 (KUK) and Statement 4 (NIT). NIT employees consistently reported higher satisfaction across all statements. The t-test results confirm the results.

The employees reported high satisfaction with co-workers, with the highest overall means for Statement 1 (4.87) and Statement 3 (4.60). Both KUK and NIT employees scored highest on Statement 1. The lowest means for both groups were recorded on Statement 2. Overall, KUK employees exhibited slightly higher satisfaction in this dimension. The t-test results show a significant difference only for Statement 2, with NIT employees reporting higher dissatisfaction regarding co-worker competence.

Overall, employees were moderately satisfied with their work. KUK employees scored highest on Statement 3, while NIT employees scored highest on Statement 2. The lowest means for both groups were noted on Statement 1. KUK employees appeared slightly more satisfied in this dimension. The t-test results reveal no significant differences across all statements, indicating comparable levels of satisfaction between the two institutions.

In communication dimension, Both KUK and NIT employees recorded their highest means on Statement 1, and their lowest on Statement 4. The t-test results show a significant difference only for Statement 4, with NIT employees reporting significantly higher satisfaction.

5. FINDINGS AND SUGGESTIONS

This section presents the major findings of the study and offers suggestions based on the results. A total sample of 130 non-teaching employees from Kurukshetra University (KUK) and the National Institute of Technology (NIT) was surveyed. The sample profile indicates that the majority of respondents were permanent employees (62.3%), clerical staff (53.8%), male (63.8%), aged between 31–40 years (41.5%), and belonging to urban areas (66.8%). Most respondents held a bachelor's degree (47.7%), and 57.7% of the total sample were from KUK.

The study reveals significant differences in job satisfaction between employees of NIT and KUK across several dimensions. NIT employees reported higher satisfaction with pay, promotion opportunities, supervision, fringe benefits, contingent rewards, and operating conditions, with most statements showing statistically significant differences at the 5% level. Promotion and operating conditions showed consistent advantages for NIT across all statements. Coworker relations and communication were largely similar in both institutions, though NIT had a marginal edge in one statement each. No significant difference was observed regarding the nature of work, indicating comparable job roles and responsibilities at both institutions.

Based on the findings of the study, it is suggested that Kurukshetra University should place greater emphasis on improving various dimensions of job satisfaction where employees reported lower satisfaction levels. Specifically, KUK needs to enhance its pay structure, strengthen promotion policies, and improve the quality of supervision provided to non-teaching staff. Efforts should also be directed toward revising and expanding fringe benefits, establishing a more effective contingent reward system, and upgrading overall operating conditions to create a more supportive work environment. Furthermore, KUK should work on strengthening its internal communication system to ensure smoother information flow. On the other hand, NIT Kurukshetra, although performing better

on most dimensions, should focus on enhancing team spirit and collaborative work culture among employees. It may also consider enriching the nature of work by offering greater autonomy, opportunities for skill development, and more variety in job roles to further improve job satisfaction.

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