

Factors Affecting Job Satisfaction: Case Study on Poona College

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Abstract: The study aimed to study the factors that have an impact on the job satisfaction of employees. The study is based on primary data, which was collected from Poona College. The questionnaire was distributed to the employees in Poona College. According to H.R department, there are 300 employees in the college. They are taking place in every level and filed. In obtaining the sample size of the population, employees in Poona College were selected. The researcher further selected 15% of employees, it was counted in the formula of (300*15/100=45). Results revealed that satisfied employees have positive attitudes about their jobs. Satisfied workers are tend to work on time, loyalty and commitment to the job, tend to improve knowledge, willing to accept more responsibility, with a reduction of absenteeism. The positive attitudes will increase the quality and quantity of employees' performance. Therefore, such a situation is good for an organization but some organizations do not concern about satisfaction of employees.

Key Words: Attitude, Job Satisfaction, Factors, Human Recourse, Management.

1. INTRODUCTION:

Job Satisfaction is a very essential aspect in every organization. Jobs should be designed in such a way that the all the employees feel satisfied with their job. Job satisfaction plays a vital role in motivating the employees to perform their jobs more perfectly and in a good manner and also can achieve their goals and in turn, it increases the productivity, less attrition rates, absenteeism etc.

One of the main aspects of Human Resource Management is the measurement of employee satisfaction. Companies have to make sure that employee satisfaction is high among the workers, which is a precondition for increasing productivity, responsiveness, and quality and customer service. In fact, this is critical to organizational success.

The concept of job satisfaction have been explained in different ways via various scholars and experts. In Greenberg and Baron's words (2008), job satisfaction was exposed as a feeling that can produce a positive or negative effect toward one's roles and responsibilities at work and added that it is important to understand the concept of job satisfaction as there is no single way to satisfy all workers in the workplace. They realized that a positive feeling toward a person's job.

Employee satisfaction is of utmost importance for employees to remain happy and also deliver their level best. Satisfied employees are the ones who are extremely loyal towards their organization and stick to it even in the worst scenario. They do not work out of any compulsion but because they dream of taking their organization to a better level. Employees need to be passionate towards their work and passion comes only when employees are satisfied with their job and organization on the whole. Employee satisfaction leads to a positive ambience at the workplace. People seldom crib or complain and concentrate more on their work.

The first benefit of employee satisfaction is that individuals hardly think of leaving their current jobs. Employee satisfaction in a way is essential for employee retention. Organizations need to retain deserving and talented employees for long term growth and guaranteed success. if people just leave you after being trained, trust me, your organization would be in a big mess. Agreed you can hire new individuals but no one can deny the importance of experienced professionals. It is essential for organizations to have experienced people around who can guide freshers or individuals who have just joined. Employee attrition is one of the major problems faced by organizations. I don't think an individual who is treated well at the workplace, has ample opportunities to grow, is appreciated by his superiors, gets his salary on time ever thinks of changing his job. Retaining talented employees definitely gives your organization an edge over your competitors as they contribute more effectively. Moreover, no new individual likes to join an organization which has a high employee attrition rate. Employees who are not satisfied with their jobs often badmouth their organization and also warn friends and acquaintances to join the same.

Employee satisfaction is essential to ensure higher revenues for the organization. No amount of trainings or motivation would help, unless and until individuals develop a feeling of attachment and loyalty towards their organization. Employees waste half of their time fighting with their counter parts or sorting out issues with them. Trust me employees who are satisfied with their jobs seldom have the time to indulge in nasty office politics. They tend to ignore things and do not even have the time to crib or fight with others. Satisfied employees are the happy employees who willingly help their fellow workers and cooperate with the organization even during emergency situations. Such employees do not think of leaving their jobs during crisis but work hard together as a single unit to overcome challenges and come out of the situation as soon as possible. For them, their organization comes first, everything else later. They do not come to office just for money but because they really feel for the organization and believe in its goals and objectives. Satisfied employees also spread positive word of mouth and always stand by each other. Instead of wasting their time in gossiping and loitering around they believe in doing productive work eventually benefitting the organization. They take pride in representing their respective organizations and work hard to ensure higher revenues for the organization. Satisfied employees tend to adjust more and handle pressure with ease as compared to frustrated ones. Employees who are not satisfied with their jobs would find a problem in every small thing and be too rigid. They find it extremely difficult to compromise or cope up with the changing times. On the other hand, employees who are happy with their jobs willing participate in training programs and are eager to learn new technologies, softwares which would eventually help them in their professional career. Satisfied employees accept challenges with a big smile and deliver even in the worst of circumstances.

One of the most important roles of Human Resource is to ensure that all employees are satisfied with their jobs hence, the satisfaction of employees will reflect to the productivity. However, the employees who are not satisfied their productivity will be less effective. Therefore, Human Resource should analyze and measure job satisfaction. In this study, the problem arises when there is a need for measuring the job satisfaction in Poona College. The current study is giving an attempt to the factors that affect satisfaction.

2. LITERATURE REVIEW:

Aziri (2011), Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Although thousands of papers and research have been conducted on job satisfaction all over the world, in the Republic of Macedonia this is one of the least studied research fields. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. There is a considerable impact of the employees' perceptions for the nature of their work and the level of overall job satisfaction. Financial compensation has a great impact on the overall job satisfaction of employee. According to Daneshfard and Ekvaniyan, (2012), educational institutions are professional service organizations and contribute services through their organization's members without exception. The relationship between employee job satisfaction and employee organizational commitment is existing and significant. Organ (1977) revealed that, job satisfaction will affect workers performance positively or negatively.

Resheske (2001) studied job satisfaction among full time faculty of the College of Human Development at Wisconsin University. Thirty-six full time faculty members were included in the study. The results indicated that overall, the faculty of the College of Human Development at UW-Stout was satisfied with their current employment and that group cohesion does play a role in overall job satisfaction. The study also determined that job autonomy, working with the students and fellow colleagues and supervisors were the top three best reasons for working here. It was also concluded that pay, having more time and assistance with meeting deadlines and having equal workloads between colleagues were the three top priorities for improving the work environment.

Sanjay Kumar (2013) in his study found that female university teachers are more satisfied with their job than the male teachers are. One thing common in male and female is that both are satisfied with their income per Annum and more than 75% of the respondents opined that handsome salary is job satisfaction. The majority of the respondents also sketches dignity and social status, job Security, job matching with qualifications, physical environment and to work in a desired Profession is job satisfaction. It is concluded that job satisfaction is the extent to which one feels good about the job. It is a pleasurable state resulting from the appraisal of one's job experience. The level of job Satisfaction may not be homogeneous. It may differ from person to person, place to place, job to Job, and institution to institution. In general, salaries, physical environment, job security, desired Profession, job matching with Academic qualifications, vacations and fringe benefits etc. affect the job satisfaction among the Rinehart and Short (1993) indicated that teachers' job satisfaction is related to work environment, work involvement, morale, motivation to work, and school structure.

Chen (2008) claimed that Job satisfaction is the individual degrees of a positive affective orientation, negative affective oriented are not satisfied with a positive affective work orientation. According to Po-Yao Chuang(2014), The relationship between employee job satisfaction and employee organizational commitment is direct and significant. Ahmed, Usman, and Rana(2011) mentioned that, job satisfaction also mediates (intervenes) the relationship between facets of job and citizenship behavior. Therefore, increasing the job satisfaction of the organizational members is the

only way to really enhance the service quality of the educational institutions. foreign researchers confirmed that personal job satisfaction of the organization members has played an important role in promoting the entire performance.

Adeniji (2011) investigated the organizational climate and job satisfaction among Academic Staff in Some Selected Private Universities in Southwest Nigeria. The study was based on the responses received from 293 respondents of five private Universities in the South-West Zone of Nigeria. The results indicated a positive relationship between organizational climate and job satisfaction. The study of Sabarinathan and Kumar resulted that the investigation depicts terrible picture of overall job satisfaction among college faculty. The faculty has shown satisfaction with the job motivator and hygiene factors of satisfaction. The response of the male and female faculty was more or less similar for the professional progress, relationship. A considerable number of female faculty members has remained undecided regarding various factors of job satisfaction and understandably so that in the society the female faculty does not always show their true opinion about the level of job satisfaction. The male faculty was more concerned about the professional development.

Maslow (1970) raised five Need's Hierarchy in self-fulfillment; esteem, love, belongingness, safety, and physiological needs; while, Alderfer (1972) maintained those needs between levels which are not mutually exclusive but could be conductible simultaneously and separated the Maslow's theory into existence.

McClelland (1976) studied the job satisfaction behavior in Indiana University. The study revealed that a number of studies have indicated that satisfaction perceptions vary on the basis of age, sex in the organization. Education, type, job level and like. If job satisfaction was clarified and satisfaction denotes some internal state, the reliability of satisfaction becomes a crucial issue.

Cardona (1996) in a survey of members of the Association for Investment Management and Research found that 81% of the managers were satisfied or very satisfied with their job. Most managers named professional achievement, personal or professional growth, the work itself and their degree of responsibility more important than compensation as the factors that create positive feelings about their job. Factors like company policies, administration, relationships with supervisors, compensation and the negative impact of work on their personal lives were viewed as those which create negative feelings about the job.

3. METHODS:

Data can be collected from two sources, primary and secondary sources. In this research the primary data was collected from original sources by questionnaires. The primary data was collected from Poona College. Employees were randomly selected to fill the questionnaire the questionnaire was employed to collect the required data and it was sent to participants that were randomly selected. The questionnaire was distributed to the employees in Poona College. according to H.R department there are 300 employees in the college. They are taking place in every level and filed. In obtaining the sample size of the population, employees in Poona College were selected. The researcher further selected 15% of employees, it was counted in the formula of (300*15/100=45).

Table 1.1 shows the sample size that has been formulated after survey with complete universe.

| Population | Selected | Distributed | Received | Invalid | Valid |
|------------|----------|-------------|----------|---------|-------|
| 300 | 45 | 45 | 40 | 4 | 36 |

1.1: Sample Size

Respondents were asked to comment on the factors affecting job satisfaction with five options(1= Strongly disagree, 2=Disagree, 3=Neutral, 4= Agree, 5=Strongly agree). they were further provided with the following statements:

- I.1- Pay and compensation have reached my satisfaction level
- I.2- Comparing with other colleges, my salary is better
- I.3- Comparing with my workload, I am satisfied with my salary
- I.4- My responsibilities are clear to provide opportunities for learning
- I.5- All work-related facilities have reached my satisfaction level
- I.6- My job lets me learn new things with creativity
- I.7- My relationship with supervisors encourages me for better performance
- I.8- I am satisfied with my supervisors' styles and approaches
- I.9- Supervisors' opinions meet the needs of my job
- I.10- My co-workers are supportive and friendly in my department
- I.11- I and my colleagues share our opinions and experience willingly
- I.12- My ability and talent meet the demands of my job
- I.13- My current job has reached my satisfaction level
- I.14- My job has given me a good social position.

The reliability was tested by Cronbach's Alpha Method. Cronbach's alpha is the most common measure of internal consistency ("reliability")

| Dimension | No of Items | Reliability |
|--|-------------|-------------|
| Factors in Achieving Job Satisfaction | 14 | .807 |
| 1.2: Reliability of the questionnaire by Cronbach's Alpha Method | | |

From table 1.2, it is clear that, the rates of internal consistency is above 0.6 counted by Cronbach's alpha. We can see Cronbach's alpha is 0.807 of all scales questions, which indicates a high level of internal consistency.

4. ANALYSIS AND DISCUSSION :

There are different important measures that can be used in presenting and analyzing data. These measures give a clear idea about the distribution of observations in the set of data. All those theses measures can be called descriptive statistics. In this section, the collected data has been presented and analyzed using SPSS.

| I.1: Pay and compensation have reached my satisfaction level | | | | | |
|--|-------------------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly Disagree | 6 | 16.7 | 16.7 | 16.7 |
| | Disagree | 6 | 16.7 | 16.7 | 33.3 |
| | Neutral | 8 | 22.2 | 22.2 | 55.6 |
| | Agree | 10 | 27.8 | 27.8 | 83.3 |
| | Strongly Agree | 6 | 16.7 | 16.7 | 100.0 |
| | Total | 36 | 10 | 100.0 | |

1.3: Frequency Statistics for Pay and Compensation

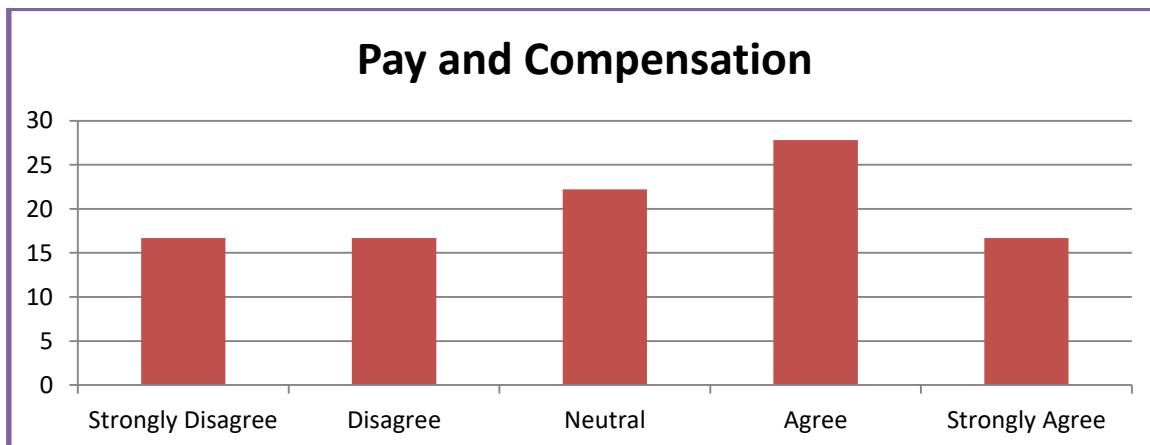


Figure 1: Pay and Compensation

Table 1.3 and figure 1 show that 27.8% of the respondents agreed that pay and compensation have reached my satisfaction level while 16.7% had similar opinion, on the other hand 22.2% of the respondents were neutral regarding pay and compensation have reached my satisfaction level.

| I.2: Comparing with other colleges, my salary is better | | | | | |
|---|-------------------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly Disagree | 8 | 22.2 | 22.2 | 22.2 |
| | Neutral | 10 | 27.8 | 27.8 | 50.0 |
| | Agree | 16 | 44.4 | 44.4 | 94.4 |
| | Strongly Agree | 2 | 5.6 | 5.6 | 100.0 |
| | Total | 36 | 100.0 | 100.0 | |

1.4: Frequency Statistics for Salary



Figure 2: Salary

Table 1.4 and figure 2 show that 44.4% of the respondents agreed that comparing with other colleges, my salary is better while 5.6 had similar opinion, on the other hand 27.8% of the respondents were neutral regarding comparing with other colleges, my salary is better, also 22.2% were strongly disagree that comparing with other colleges, my salary is better.

| I.3: Comparing with my workload, I am satisfied with my salary | | | | | |
|--|-------------------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly Disagree | 6 | 16.7 | 16.7 | 16.7 |
| | Disagree | 8 | 22.2 | 22.2 | 38.9 |
| | Neutral | 6 | 16.7 | 16.7 | 55.6 |
| | Agree | 14 | 38.9 | 38.9 | 94.4 |
| | Strongly Agree | 2 | 5.6 | 5.6 | 100.0 |
| | Total | 36 | 100.0 | 100.0 | |

1.5: Frequency Statistics for Satisfaction with Salary

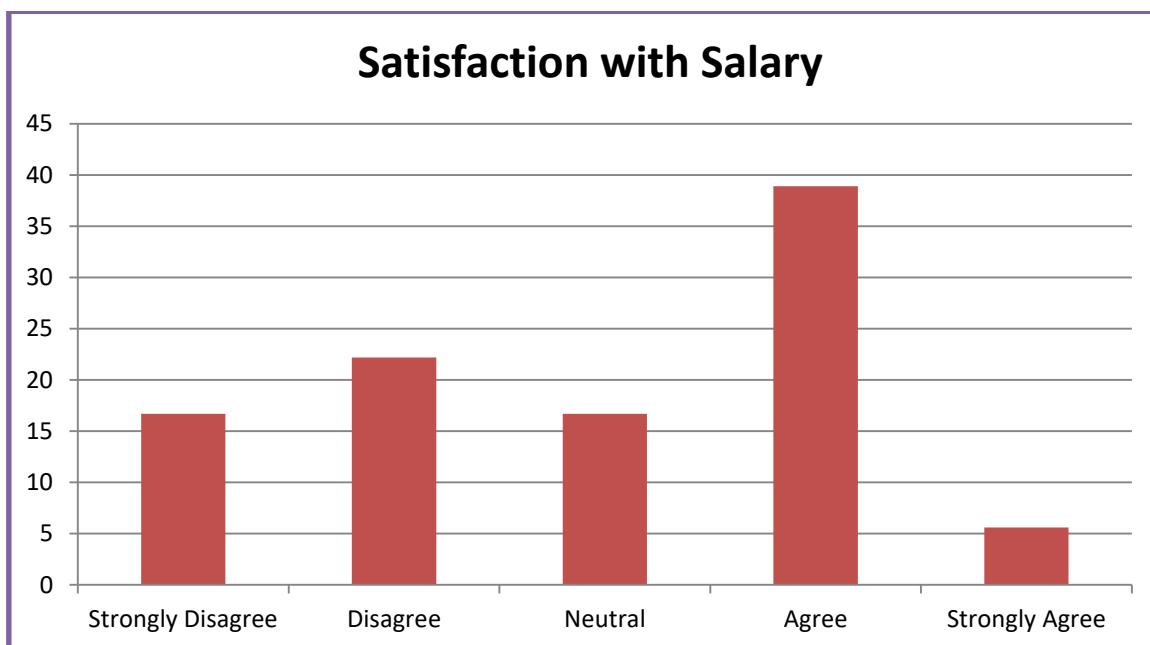


Figure 3: Satisfaction with Salary

Table 1.5 and figure 3 show that 38.9% of the respondents agreed that comparing with my workload, I am satisfied with my salary, while 16.7% of the respondents were neutral regarding comparing with my workload, I am satisfied with my salary, on the other hand 22.2% of the respondents were disagree with this point comparing with my workload, I am satisfied with my salary.

I.4: My responsibilities are clear to provide opportunities for learning

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | Neutral | 2 | 5.6 | 5.6 | 5.6 |
| | Agree | 28 | 77.8 | 77.8 | 83.3 |
| | Strongly Agree | 6 | 16.7 | 16.7 | 100.0 |
| | Total | 36 | 100.0 | 100.0 | |

1.6: Frequency Statistics for Responsibilities

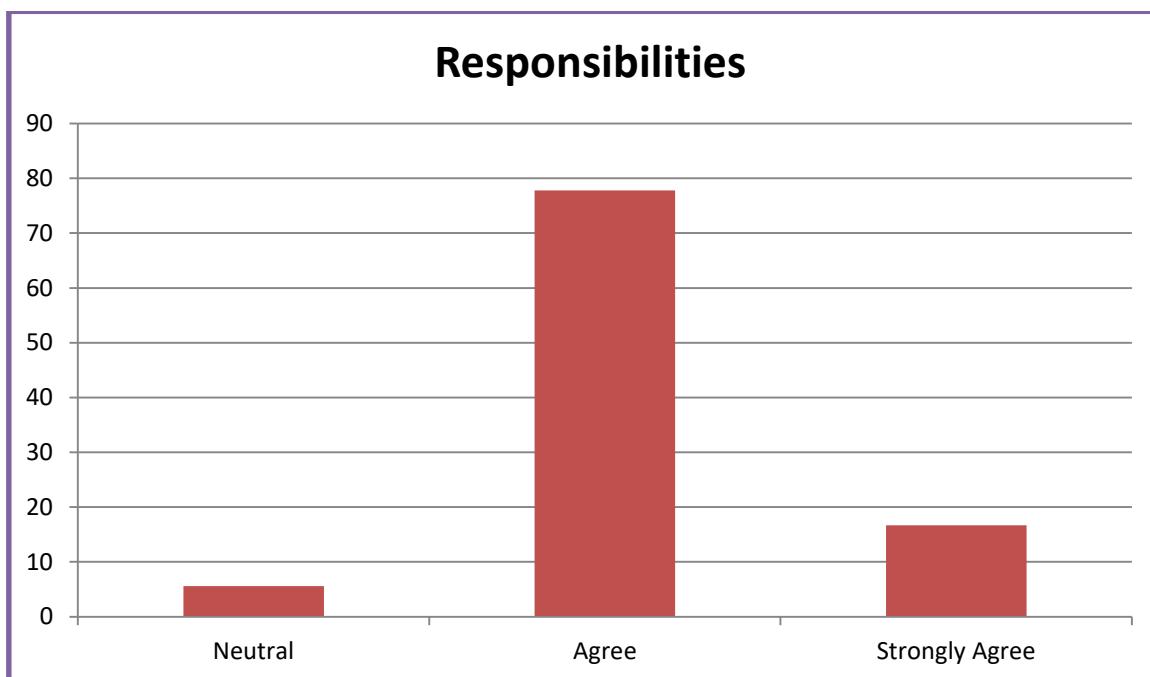


Figure 4: Responsibilities

Table 1.6 and figure 4 show that 77.8% of the respondents agreed that my responsibilities are clear to provide opportunities for learning while 16.7% had similar opinion, on the other hand 5.6% of the respondents were neutral regarding that my responsibilities are clear to provide opportunities for learning.

I.5: All work-related facilities have reached my satisfaction level

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 12 | 33.3 | 33.3 | 33.3 |
| | Agree | 24 | 66.7 | 66.7 | 100.0 |
| | Total | 36 | 100.0 | 100.0 | |

1.7: Frequency Statistics for Facilities

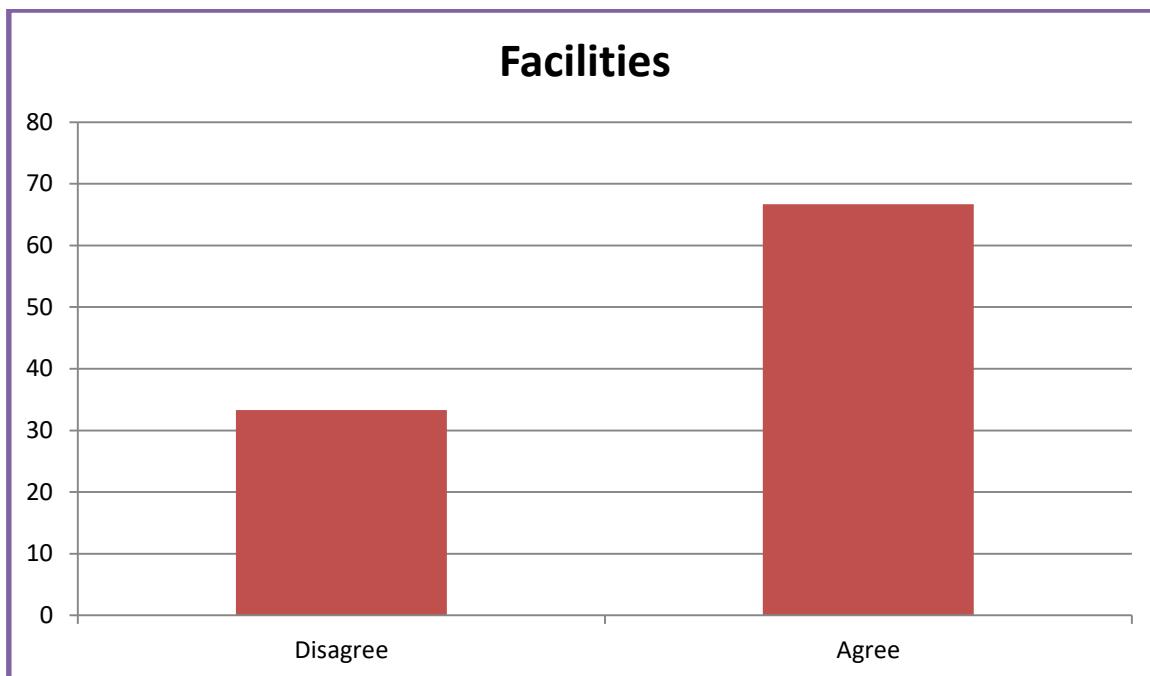


Figure 5: Facilities

Table 1.7 and figure 5 show that 66.7% of the respondents agreed that all work-related facilities have reached my satisfaction level, on the other hand 33.3% of the respondents had the opposite opinion disagreed that all work-related facilities have reached my satisfaction level.

I.6: My job lets me learn new things with creativity

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | Neutral | 4 | 11.1 | 11.1 | 11.1 |
| | Agree | 16 | 44.4 | 44.4 | 55.6 |
| | Strongly Agree | 16 | 44.4 | 44.4 | 100.0 |
| | Total | 36 | 100.0 | 100.0 | |

1.8: Frequency Statistics for Learn and Creativity

Learn and Creativity

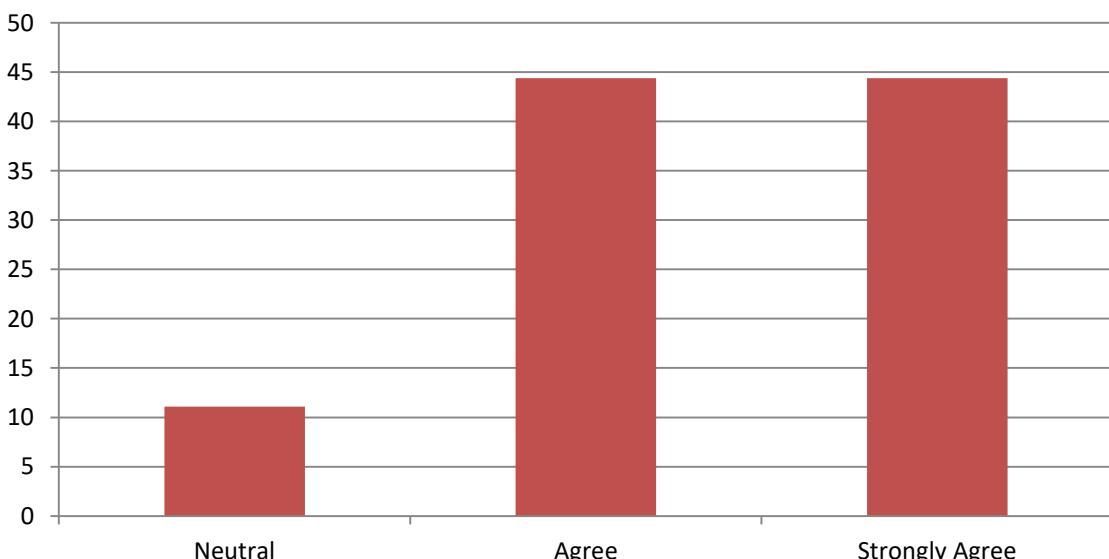


Figure 6: Learn and Creativity

Table 1.8 and figure 6 show that 44.4% of the respondents agreed that my job lets me learn new things with creativity also 44.4% of the respondents had similar opinion, while 11.1% of the respondents were neutral regarding to the point that my job lets me learn new things with creativity.

I.7: My relationship with supervisors encourages me for better performance

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | Neutral | 4 | 11.1 | 11.1 | 11.1 |
| | Agree | 26 | 72.2 | 72.2 | 83.3 |
| | Strongly Agree | 6 | 16.7 | 16.7 | 100.0 |
| | Total | 36 | 100.0 | 100.0 | |

1.9: Frequency Statistics for Relationship with Supervisors

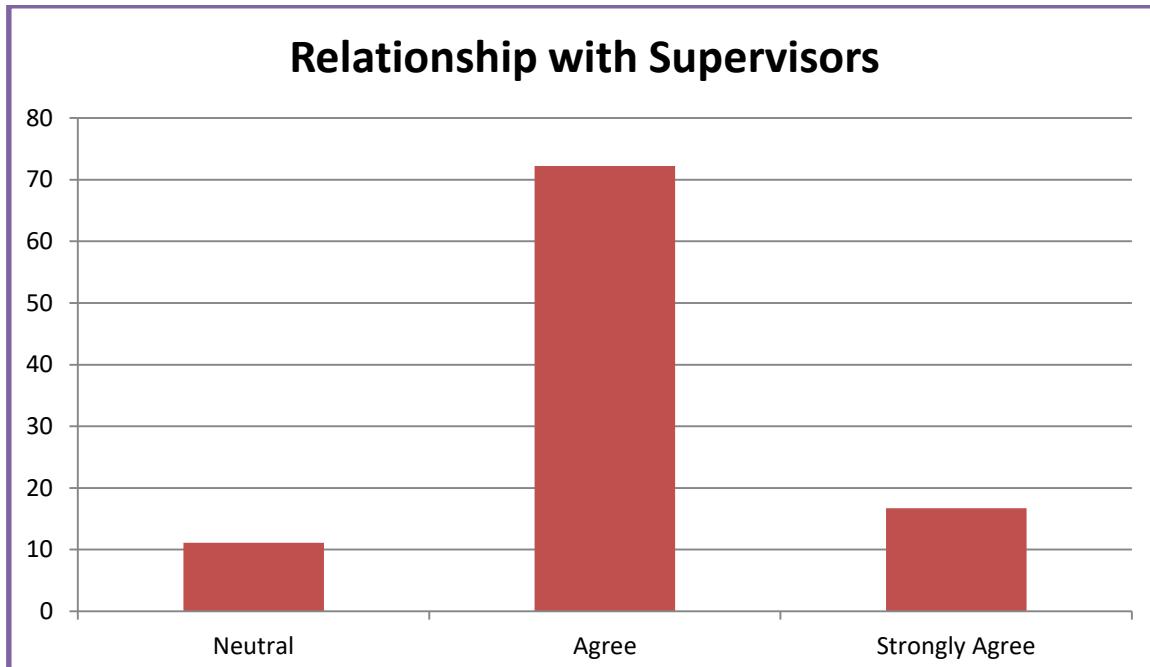


Figure 7: Relationship with Supervisors

Table 1.9 and figure 7 show that 72.2% of the respondents agreed that my relationship with supervisors encourages me for better performance also 16.7% of the respondents had the similar opinion, while 11.1% of the respondents were neutral with the point that my relationship with supervisors encourages me for better performance.

I.8: I am satisfied with my supervisors' styles and approaches

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 4 | 11.1 | 11.1 | 11.1 |
| | Neutral | 6 | 16.7 | 16.7 | 27.8 |
| | Agree | 22 | 61.1 | 61.1 | 88.9 |
| | Strongly Agree | 4 | 11.1 | 11.1 | 100.0 |
| | Total | 36 | 100.0 | 100.0 | |

1.10: Frequency Statistics for Supervisors' Style

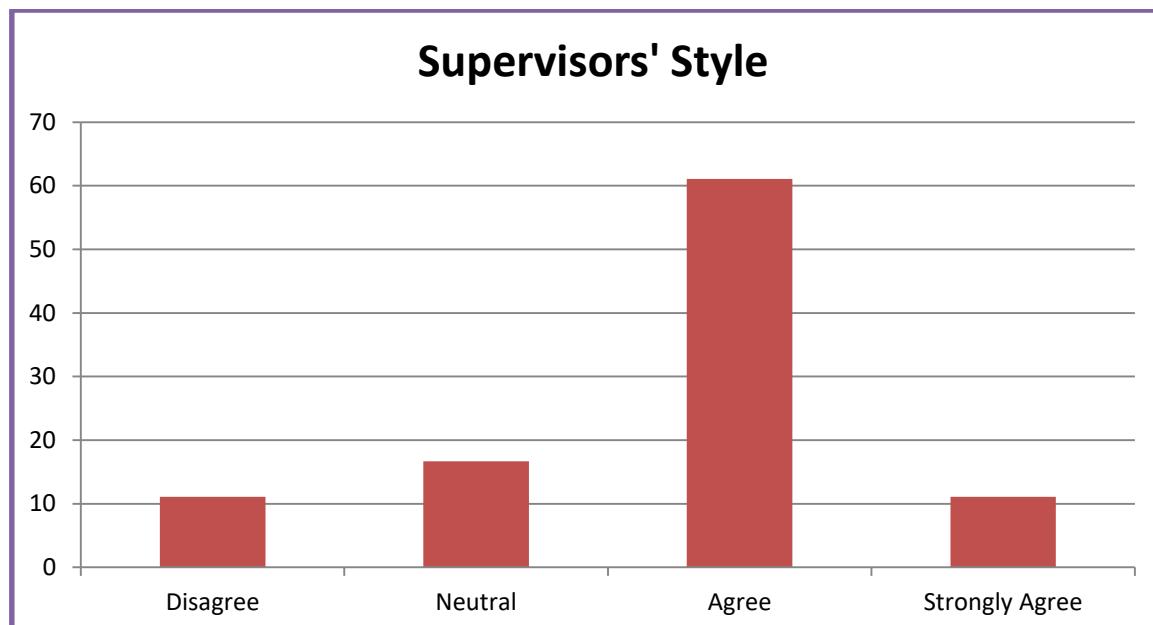


Figure 8: Supervisors' style

Table 1.10 and figure 8 show that 61.1% of the respondents agreed that I am satisfied with my supervisors' styles and approaches also 11.1% of the respondents had the similar opinion, while 16.7% of the respondents were neutral, on the other hand 11.1% of the respondents were disagree with the point that I am satisfied with my supervisors' styles and approaches.

I.9: Supervisors' opinions meet the needs of my job

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 4 | 11.1 | 11.1 | 11.1 |
| | Neutral | 4 | 11.1 | 11.1 | 22.2 |
| | Agree | 26 | 72.2 | 72.2 | 94.4 |
| | Strongly Agree | 2 | 5.6 | 5.6 | 100.0 |
| | Total | 36 | 100.0 | 100.0 | |

1.11: Frequency Statistics for Opinions of the Supervisors

Opinions of the Supervisors

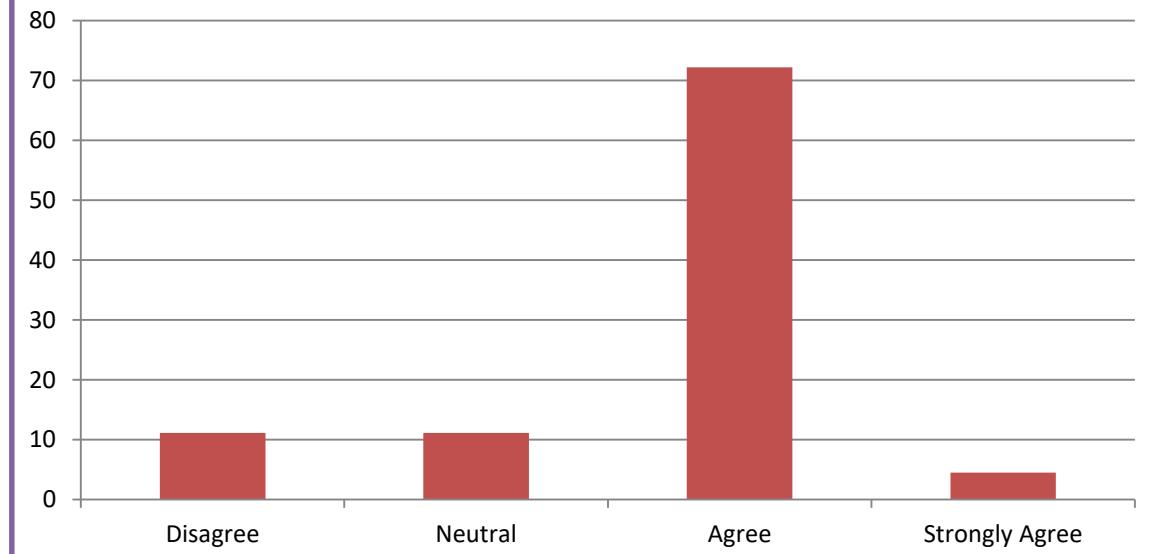


Figure 9: Opinions of the Supervisors

Table 1.11 and figure 9 show that 72.2% of the respondents agreed that supervisors' opinions meet the needs of my job also 5.6% of the respondents had similar opinion, while 11.1% of the respondents were neutral, on the other hand 11.1% of the respondents were on the opposite side disagree that supervisors' opinions meet the needs of my job.

I.10: My co-workers are supportive and friendly in my department

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 2 | 5.6 | 5.6 | 5.6 |
| | Agree | 24 | 66.7 | 66.7 | 72.2 |
| | Strongly Agree | 10 | 27.8 | 27.8 | 100.0 |
| | Total | 36 | 100.0 | 100.0 | |

1.12: Frequency Statistics for Co-workers relationship

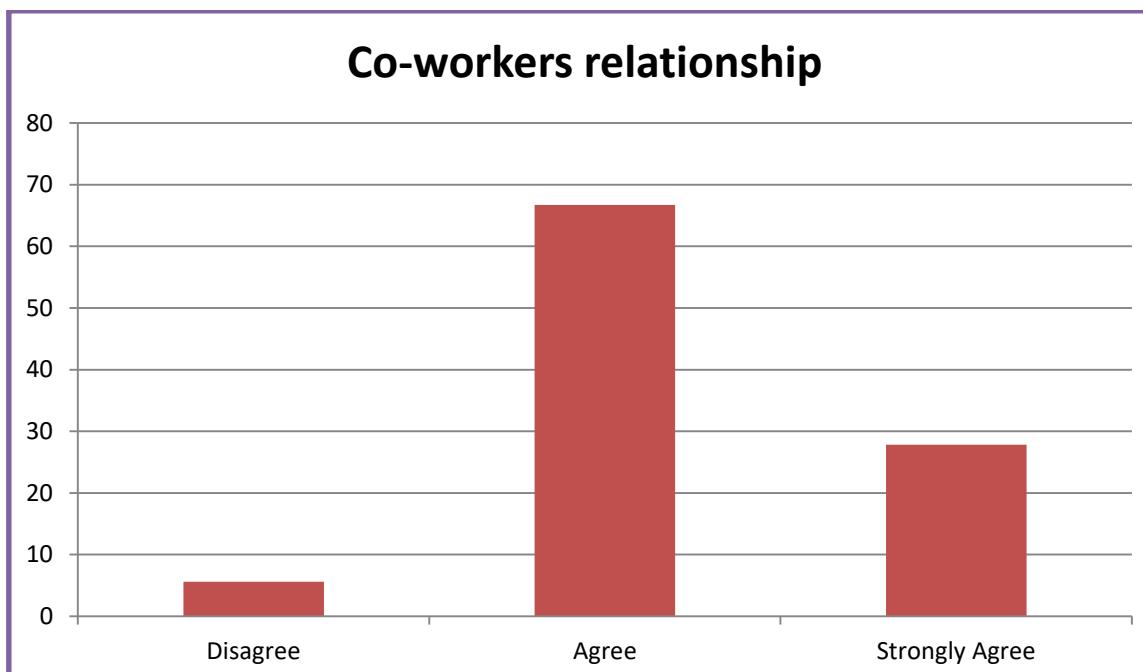


Figure 10: Co-workers Relationship

Table 1.12 and figure 10 show that 66.7% of the respondents agreed that co-workers are supportive and friendly in my department, while 27.8% of the respondents had similar opinion, on the other side 5.6% of the respondents were disagree that my co-workers are supportive and friendly in my department.

I.11: I and my colleagues share our opinions and experience willingly

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Disagree | 2 | 5.6 | 5.6 | 5.6 |
| | Agree | 22 | 61.1 | 61.1 | 66.7 |
| | Strongly Agree | 12 | 33.3 | 33.3 | 100.0 |
| | Total | 36 | 100.0 | 100.0 | |

1.13: Frequency Statistics for Sharing Opinions

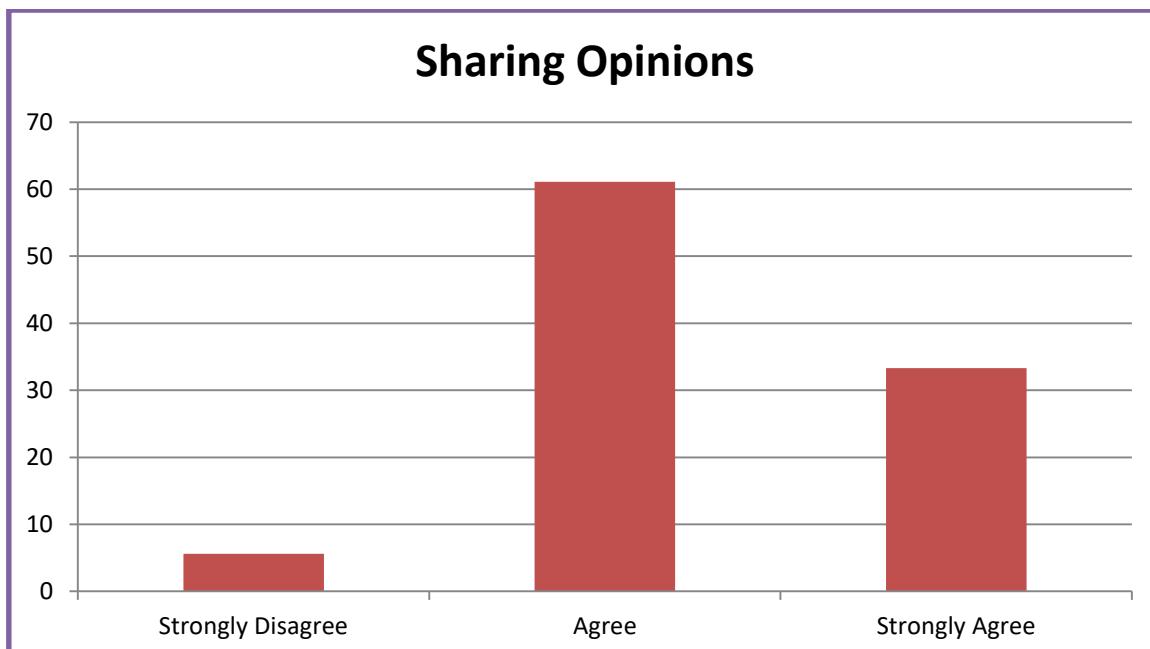


Figure 11: Sharing Opinions

Table 1.13 and figure 11 show that 61.1% of the respondents agreed that I and my colleagues share our opinions and experience willingly, while 33.3% of the respondents had similar opinion, On the other side 5.6% of the respondents were strongly disagree that I and my colleagues share our opinions and experience willingly.

| I.12: My ability and talent meet the demands of my job | | | | | |
|--|----------------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Neutral | 2 | 5.6 | 5.6 | 5.6 |
| | Agree | 24 | 66.7 | 66.7 | 72.2 |
| | Strongly Agree | 10 | 27.8 | 27.8 | 100.0 |
| | Total | 36 | 100.0 | 100.0 | |

1.14: Frequency Statistics for Ability and Talent

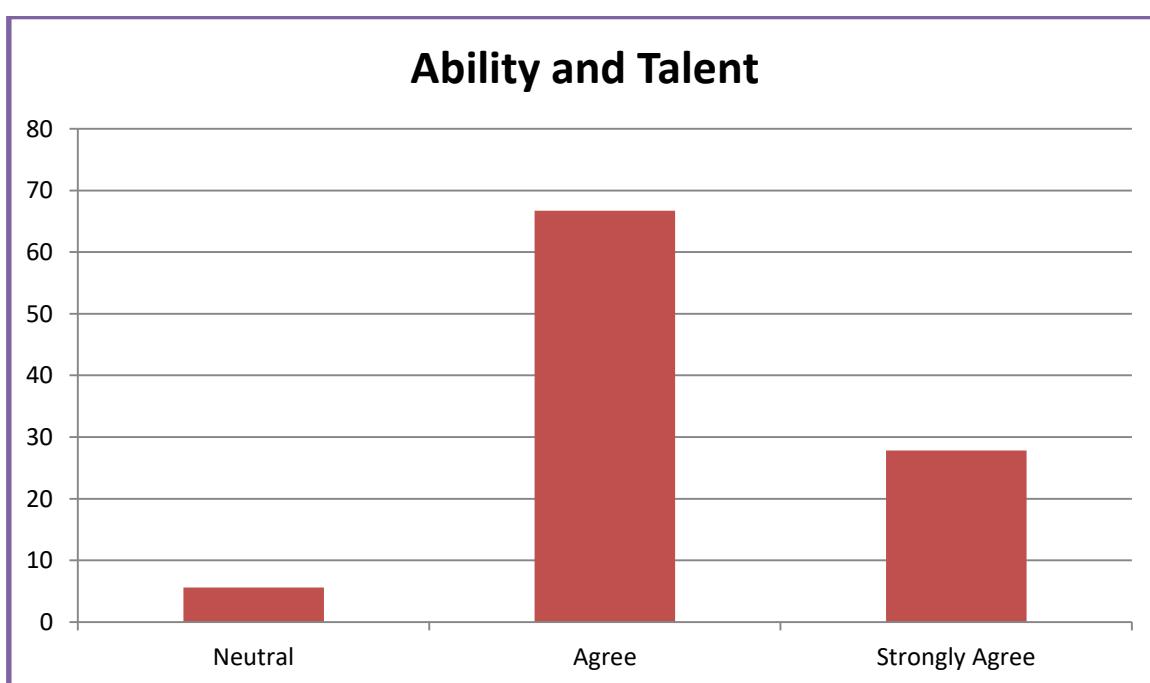


Figure 12: Abilities and Talent

Table 1.14 and figure 12 show that 66.7% of the respondents agreed that my ability and talent meet the demands of my job, also 27.8% of the respondents had similar opinion, while 5.6% of the respondents were neutral with the point that my ability and talent meet the demands of my job.

I.13: My current job has reached my satisfaction level

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Disagree | 4 | 11.1 | 11.1 | 11.1 |
| | Neutral | 6 | 16.7 | 16.7 | 27.8 |
| | Agree | 22 | 61.1 | 61.1 | 88.9 |
| | Strongly Agree | 4 | 11.1 | 11.1 | 100.0 |
| | Total | 36 | 100.0 | 100.0 | |

1.15: Frequency Statistics for Reaching Job Satisfaction

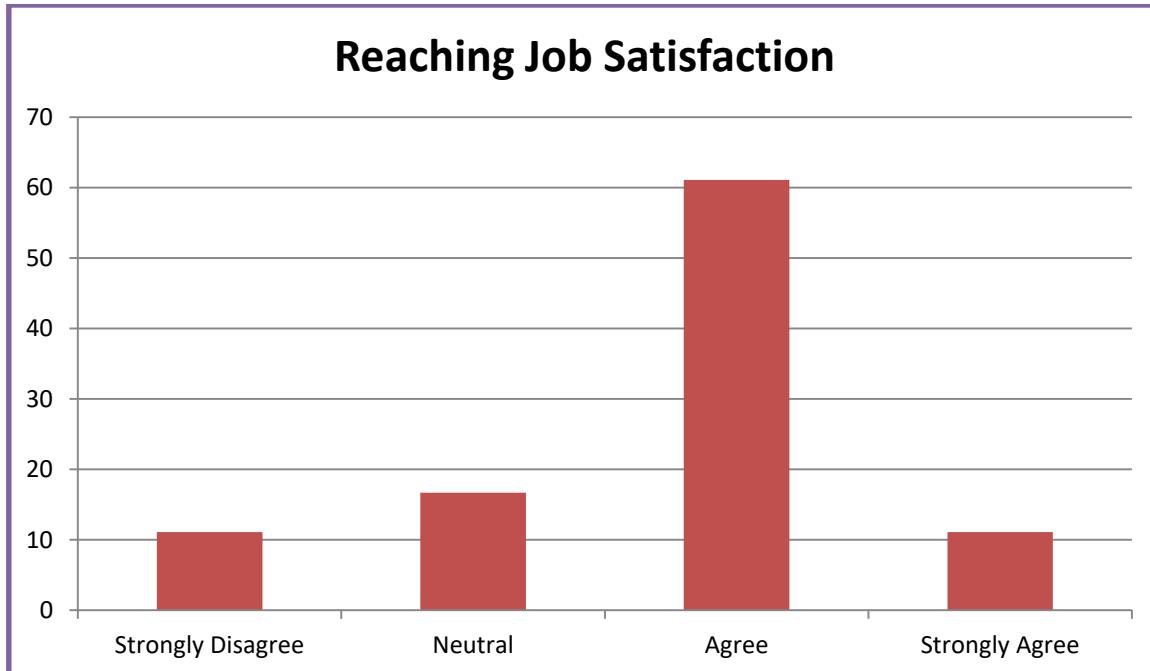


Figure 13: Reaching Job Satisfaction

Table 1.15 and figure 13 show that 61.1% of the respondents agreed that my current job has reached my satisfaction level also 11.1% of the respondents had similar opinion, while 16.7% of the respondents were neutral regarding current job has reached my satisfaction level, on the other hand 11.1% of the respondents were strongly disagree with this point.

I.14: My job has given me a good social position

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Disagree | 4 | 11.1 | 11.1 | 11.1 |
| | Disagree | 4 | 11.1 | 11.1 | 22.2 |
| | Neutral | 2 | 5.6 | 5.6 | 27.8 |
| | Agree | 18 | 50.0 | 50.0 | 77.8 |
| | Strongly Agree | 8 | 22.2 | 22.2 | 100.0 |
| | | Total | 36 | 100.0 | 100.0 |

1.16: Frequency Statistics for A Social Position

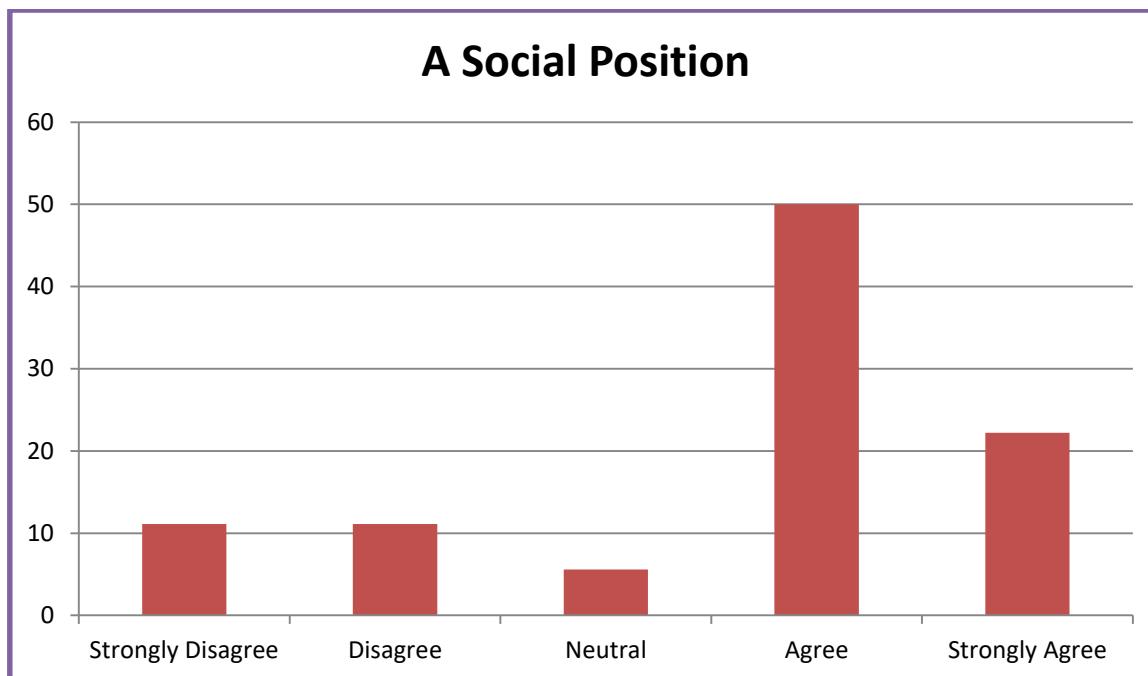


Figure 12: A Social Position

Table 1.16 and figure 12 show that 50.0% of the respondents agreed that the job gave them a good social position, also 22.2% of the respondents had similar opinion, while 5.6% of the respondents were neutral, on the other side 11.1% of the respondents were disagree also 11.1% of the respondents were also having the same opinion on the point that my job has given me a good social position.

5. FINDINGS:

Based on the collected and analyzed data that have been gathered via questionnaire in Poona College, the empirical findings can be concluded as follow:

- in concern with providing effective leadership for achieving job satisfaction to employees in Poona College, it was found that 38.9% and 16.7% of the respondents stated at 'Agree Level and Strongly Agree Level' that management provides effective leadership for achieving job satisfaction to employees, However still 5.6% of the respondents stated at 'Disagree Level' while 33.3% were neutral.
- in concern with pay and compensation have reached job satisfaction level to employees in Poona College, it was found that 27.8% and 16.7% of the respondents stated at 'Agree Level and Strongly Agree Level'. while 16.7% of the respondents stated at 'Disagree Level' also 16.7% stated at 'Strongly Disagree Level', while 22.2% were neutral.
- A majority of the respondents stated at 'Positive Level' that all work-related facilities have reached satisfaction level, represented by 66.7% 'Agree Level', while 33.3% of the respondents stated at 'Negative Level'.
- A majority of the respondents stated at 'Positive Level ' that the job lets them learn new things with creativity, represented by 44.4% strongly agreed and 44.4% agreed, while 11.1% of the respondents were neutral.
- in concern with relationship with supervisors encourages to better performance of employees in Poona College, it was found that 72.2% and 16.7% of the respondents stated at 'Positive Level' via 'Agree Level and Strongly Agree Level' that relationship with supervisors encourages them to better performance, while 11.1% of the respondents were neutral.
- according to sharing opinions and experiences, it was found that a majority of the respondents stated at 'Positive Level' represented by '61.1% Agree and 33.3% Strongly Agree', while 5.6% stated at 'Strongly Disagree Level'
- A majority of the respondents stated at 'Positive Level ' that co-workers are supportive and friendly, represented by '66.7% Agreed and 27.8% Strongly Agreed', while 5.6 % of the respondents were disagreed.
- Rewards also play an important role of satisfying employees. Hence, it was found that 38.9% of the respondents are not satisfied that management provides rewards to employees for better productivity, while 27.8 of the respondents stated at 'Agree Level'.

6. RECOMMENDATIONS:

- in Poona College, Management should take the leadership approach into consideration in order to improve job satisfaction to employees.
- Rewards also play an important role of satisfying employees, Hence it would be better if management provides rewards to employees who deserve it, this reward will most probably improve the degree of job satisfaction.

- Making efforts to strengthen relations between colleagues and supervisors and develop relations between departments, which have a significant impact on the level of job satisfaction through celebrations, meetings and events.

7. CONCLUSION:

The study aimed to study the factors that have an impact on the job satisfaction of employees. The study is based on primary data, which was collected from Poona College. The questionnaire was distributed to the employees in Poona College. According to H.R department, there are 300 employees in the college. They are taking place in every level and filed. In obtaining the sample size of the population, employees in Poona College were selected. The researcher further selected 15% of employees, it was counted in the formula of ($300*15/100=45$). Results revealed that satisfied employees have positive attitudes about their jobs. Satisfied workers are tend to work on time, loyalty and commitment to the job, tend to improve knowledge, willing to accept more responsibility, with a reduction of absenteeism. The positive attitudes will increase the quality and quantity of employees' performance. therefore such a situation is good for an organization but some organizations do not concern about satisfaction of employees.

The study has the following limitations:

- The reliability of the study depends on the authenticity of information which will be provided by the respondents in Poona College.
- Methodology, Data collection and analyses may have their own Limitation.
- The population is limited to the stuff and faculties of Poona College.

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