

Effect of Job Fulfillment Over Employee Performance Execution at the Workplace: A Study Based on Identifying the Significance of Demographical Characteristics

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ABSTRACT

Workplace performance is an outcome of workplace satisfaction. It is essential to comprehend how workers can be held through making their job-related needs fulfilled to let them spurred towards delivering an exemplary performance in turn. As the work competitiveness relies upon the worker job fulfillment at the workplace, it contributes allot to their career growth too. It improves their work efficiency as well as builds the worker's nature of work. Target and accomplishment relies on upon job fulfillment and thus contribute for hierarchical achievement and development, improves the efficiency, and builds the nature of work. The terms satisfaction and fulfillment can be used interchangeably. Various job satisfaction factors when clubbed together help in securing the employee's ultimate job fulfillment. This study is an attempt to relate the term job-fulfillment with job-satisfaction, reveal the various demographic factors that are associated with the job-fulfillment, and identify its actual impact over employee performance execution at the workplace.

KEYWORDS

Demographic Factors, Job Fulfillment, Job Satisfaction, Performance Execution, Relation, Significance

1. INTRODUCTION

The present time of globalization on one side, opens the numerous doors for the upcoming global opportunities, but on the alongside, it had resulted out into various difficulties for the companies to adapt themselves according to the desired organization changes. During this global age, associations are contending "universally". Where globalization has unfolded lots of open door polices favoring business set-up, it has also increased the inter & intra organization challenges worldwide. The gradual increase in cost of production due to various reasons such as rise in fuel price, economic slow-down, etc. are pushing enterprises to adapt cost minimizing strategies to survive in the competitive environment. These changes are demanding for increase in skilled workforce. Human asset is the most indispensable resource for every stage of organization's growth. It is considered that important recourse that makes the human resource and assets meaningful to generate business returns. Getting the best of human asset requires tremendous coordination, teamwork and performance supervision. If the employees are happy and satisfied with the employer's considerate action of equality, impartialism, & empathetic attitude, they tend to get dedicated and concerned for their organization too. But if the employees ascertain their employers are uncompassionate about them, they in turn tends to get detached form

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their job performance too resulting out into the poor effects to the organization's good time. Thus managing workforce today, is not only remained as a strategic protocol but it has become an integral necessity to the mutual success, that also eliminates social imbalance ahead. Job fulfillment alludes to a gathering of positive as well as negative emotions that an individual holds towards his or her work.

Job fulfillment or rather job satisfaction is a vital marker of how the employees feel about their occupation. It is an indicator of work conduct, for example, hierarchical, citizenship behaviour, absenteeism & turnover. Job fulfillment can in part intervene the relationship of identity factors and degenerate work behavior. As per Pestonejee, Job fulfillment can be taken as a summation of representative's sentiments in four vital zones. These are: Job-nature of work (dull, hazardous, fascinating), hours of work, kindred laborers, openings at work for advancement and headway (prospects), extra time directions, enthusiasm for work, physical environment, and machines and tools. Management-supervisory treatment, interest, prizes and disciplines, acclaims and faults, leaves approach and preference. Social relations-companions and partners, neighbors, states of mind towards individuals in group, interest in social movement amiability and rank hindrance.

The term job-fulfillment expresses an individual's general state of mind towards his or her occupation. A man with a satisfactory state of job-fulfillment holds uplifting demeanor towards his/her employment, while a man who is disappointed with his or her job holds negative temperament about the same. In general terms, job satisfaction depicts how contented an individual is towards fulfilling his or her employment competitiveness.

This study is a conceivable endeavor to present job fulfillment as a term, and relate it with the job satisfaction, uncovering the different demographic variables hidden under the job satisfaction, and distinguishing their genuine effect over employee's execution at work place. Though, both the terms satisfaction and fulfillment can be used interchangeably, but the various parameters of job satisfaction when clubbed together enables the employee's ultimate & prolonged decision to stay connected with their organization for long with the best of their potentials and that they can firmly judge and reveal that they are completely satisfied with their workplace, in such case, the satisfaction can be well stated as Job- Fulfillment. The study will help the organization to evaluate the job satisfaction with the performance of the employees and would open the new research prospectives for future researches.

2. LITERATURE REVIEW

In the globalization era, the changing global market competitiveness has created new challenges for organizations as well as individuals. For firms to maintain or create competitiveness, it is necessary that they build and retain their skilled and talented human resources and ensure their job satisfaction in order to get their maximum contribution. Anitha (2011), examined job satisfaction of paper mill employees and concluded that Job satisfaction is a general attitude towards one's job, the difference between the amount of reward workers receive and the amount they believe they should receive. Employees will be more satisfied if they get what they expected, job satisfaction relates to inner feelings of workers. She concluded that the organizations need to modify the reward system of the employees and promotions must be given based on merit, educational qualification and experience, and if these factors are given little more care, the company can maintain good workers with high level of satisfactions. This will in turn lead to effectiveness and efficiency in their work which leads to increased productivity.

Herzberg and his collaborators (1957) contended that the inverse of job satisfaction is not job dissatisfaction, but no satisfaction. Likewise, the inverse of employment disappointment is not job satisfaction, but rather no job dissatisfaction. As per his hypothesis, 'motivators' (e.g. accomplishment and obligation), prompt to job satisfaction when present, but do not produce dissatisfaction when absent. These satisfiers are intrinsic factors. Job context features, called 'hygiene' factors, (e.g. company policies, supervision and salary) are called extrinsic factors. They cause dissatisfaction when inadequate but do not cause satisfaction, even when they are present.

Bowen and Radhakrishna (1991), used Herzberg's theory to decide the part of inspiration and hygiene factors considers the occupation fulfillment of scholastics from Agricultural Education. Regarding the motivator factors, they found that the academics were most satisfied by the work itself and least satisfied with their opportunities for advancement. With regard to hygiene factors, academics were most satisfied with interpersonal relationships inherent in being a faculty member and least satisfied with the level and method used to determine their salary. The researchers found that the job satisfaction of the faculty was independent of the respondents' age, being tenured or not, type of institution and years of teaching experience (Bowen and Radhakrishna 1991, 19).

Demographic variables have been examined in a number of studies to determine their effects on the overall level of job satisfaction as well as satisfaction with various aspects of the job experienced by workers in various positions. The most important demographic variable that receives huge attention in job satisfaction research is sex. A number of empirical studies on job satisfaction have suggested that female workers have lower level of job satisfaction than their male counterparts because male officials dominate most of the public organizations. Recently, the analyses of academic and career administrators' perceptions of their functioning in management and leadership capacities concluded that Ph.D.'s were more satisfied than non-Ph.D. Ward (1977) from the study of elementary principals in Virginia appear to indicate that principals who had six years or more of service had a stronger feeling regarding inter-personal relationship with teachers than did principals who had five or fewer years of experience. Teachers who reported decreased satisfaction since commencing teaching had, on the average, significantly longer periods of service. Gordan and Johnson (1982) in their study concluded that demographic variables such as age or sex, tenure has been judged a legal and defensible basis for disbursing organizational rewards and making staffing decisions. Buzawa, (1984) concluded that the third commonly identified variable in the research on demographic characteristics is age. Worker's age has been found to have a negative impact on worker's job satisfaction. This means that younger workers are more satisfied with their jobs than their senior counterparts.

Syptak (1999) concluded that the environment in which people work has a tremendous effect on their level of pride for themselves and for the work they are doing. Do everything you can to keep your equipment and facilities up to date. Even a nice chair can make a world of difference to an individual's psyche. Also, if possible, avoid overcrowding and allow each employee his or her own personal space, whether it be a desk, a locker, or even just a drawer. However, the variables concerning control over work at the workplace (influence on handling task, time control, participation) have a significant effect on job satisfaction, indicating that strong control over work produces greater job satisfaction. Therefore it is important for employers to establish working conditions that promote job satisfaction. Ghazali et al. (2007) develop study about Job satisfaction of doctors working at teaching hospitals with respect to income, designation, working environment, availability of research facilities, equipment facilities, service structure, which measured on four point scale from 1= not satisfied to 4=very much satisfied. And results of this study demonstrated that doctors were most satisfied with designation (1.98), working environment (1.68) and equipment facilities (1.68) while income level (1.24) and proper service structure (1.08) turned out to be factors causing dissatisfaction.

Lawler (1971) studied the significance of the role of pay in work organization, examined the i7satisfaction with pay to exert a positive influence on employee commitment. He also suggested that pay satisfaction or dissatisfaction is a function of the discrepancy between what one feels one should receive and how much pay one does receive. Pay dissatisfaction is sufficiently common that a finding of a lower rate of satisfaction with pay than with other job components can be anticipated, and even predicted. Pay has been considered as the major factor for job satisfaction however, other related factors like promotion, recognition, job involvement and commitment are also taken into account. Hooker and Ventis (1984) concluded in their research that Retirement is one of the biggest decisions that a person makes. note that "Retirement, as any major event in the life cycle requires adjustment". Writings in the academic and professional journals of Public Administration pose an intriguing relationship between job satisfaction and retirement. Hanif&Kamal (2009)Job satisfaction is an attitude of an employee over

a period of his/her job so the factors of job satisfaction and dissatisfaction changes over the period of time. However, in today's business climate of continuous changes and uncertainty, the importance of job satisfaction to organizational performance and individual can be "pay".

Zhang & Fang (2005) concluded that the job satisfaction – performance relationship can be summarized in the statement "a happy worker is a productive worker". They placed a large amount of effort in an attempt to demonstrate that the two are positively related in a particular fashion: a happy worker is a good worker. Although this sounds like a very appealing idea, the results of empirical literature are too mixed to support the hypothesis that job satisfaction leads to better performance or even that there is a reliable positive correlation between these two variables. Davies et al.(2006) concluded that the nature of job satisfaction and its effects on work performance, the industrial/organizational psychologists disciplines have been wrestling with the question of the relationship between job satisfaction and job performance. Researchers have had difficulty determining the relationship between job satisfaction and performance.

3. GAP ANALYSIS

Though, the previous literatures studied throughout this research work have generously covered the *general* job-satisfaction related factors in majority. But, with the deep analysis of the literature, it has been realized that those are specifically the internal factors towards verifying the Job Satisfaction parameters remaining certain external demographic factors and the significant difference between them still untouched. Thus, this study is an attempt to put some light upon those demographic factors and verifying their relationship with some specific job satisfaction related factors. Also, the research units chosen for this study are specifically the education institutions of Dehradun, Uttarakhand area in India and that have not been covered before so far.

4. RESEARCH DESIGN AND METHODOLOGY

Descriptive and exploratory type of study is used in this study to describe the relationship between job satisfaction variables as well as demographical & professional characteristics of faculty members.

4.1. Study Rationale/Aim of Research

This study is an attempt to identify variables related to job satisfaction/ job fulfillment and their relationship with performance of faculty members working in higher education institutions. Also the study will help the future researchers to extend their inputs to some more towards exploring more demographical factors that are related to Job Satisfaction ascertaining Job Fulfillment.

4.2. Objectives of Study

- To examine the relationship between factors of job satisfaction and demographical and professional characteristics of the employees (faculty members in HEIs).
- To investigate the relationship between level of job satisfaction and performance of faculty members.

4.3. Statement of Research Problem

Job satisfaction is important, as it is associated with better employee performance, lower absenteeism, greater organizational commitment, lower turnover and better job security. It is more important in case of higher educational sector. Therefore, the present study is an attempt to identify variables related to job fulfillment and its relationship with performance execution of employees (*faculty members*)

in higher education institutions. Variables of job satisfaction have also been examined across the demographical and professional characteristics of the employees.

4.4. Sampling Design

Justification: Dehradun is an educational hub and saturated with a number of the public and private universities. For this study the data has been secured from academic staffs, appointed as full-time Lecturers, Assistant Professors, Associate Professors and Professors, working in the Govt. University affiliated- Higher Education Institutions in Dehradun, where the *research into this domain has found to be relatively limited so far (by the researcher)*. A representative sample of 100 respondents is taken from higher education institutions operating in Dehradun region of Uttarakhand, India. Taking in due consent the stratum derived out of segmenting the skilled (staff) sample, belonging to the middle management group, their length of association in term, and their availability to respond to questionnaire, Stratified & Convenient sampling is employed for this purpose.

Sample size: 100.

Sample technique: Stratified Random followed by Convenient sampling technique.

4.5. Data Collection

Primary data is collected from the different education institutions of Dehradun with the help of respective questionnaire. It was distributed via online as well as handed over in person too. The direct observation method is also utilized to gather the data. The research instrument for the collection of data is a structured questionnaire. Parameters for questionnaire design is developed on the basis of similar past studies reviewed in the literature review section.

Data collection technique: Online distribution and personal distribution method has been used.

Data collection instrument: Structured questionnaire.

4.6. Analysis of Data and Statistical Tools

The data collected is tabulated with the help of mean, standard deviation, & coefficient regression methods at the first stage to make the interpretations. At the second stage, the statistical tools used is One way ANOVA to reach to the hypothetical testing and final results. IBM SPSS version 22 is used for data analysis.

4.7. Hypothesis of the Study

The study analysis has been covered conceptualizing *two major* hypothesis under this research:

H1: The impact of the factors of job fulfillment on employee performance execution does not differ significantly.

H2: The factors of job fulfillment does not differ significantly across the demographical characteristics of employees.

5. DATA ANALYSIS AND INTERPRETATION

5.1. Inference

Table 1 portrays a graphical representation of the age distribution of the sample. It is observed that most of the educators are in the age category of 35-40 years (42%) closely followed by the age category

above 40years (38%)This is followed by the age category 30-35 years and 25-30 years having same percentage that is 10%.

5.2. Inference

Table 2 depicts a representation of the gender of thesample. It is evident that the population was primarily representative of male educators to that of female educators. The male respondents comprised of 75%and female respondents comprised of 25%.

5.3. Inference

Table 3 analysis suggest that 53% of the respondents are Married, .20% of the respondents are Un-Married, 27% of the respondents are Widowed.

5.4. Inference

Table 4 reflects that 8% of the respondents are having monthly salary ranging between 20,000-40,000, 5% of the respondents are having monthly salary ranging between 40,000-60,000 .48% of the respondents are having monthly salary ranging between 60,000-1, 00,000. 39% of the respondents are having monthly salary Above 1, 00,000.

Table 1. Age Distribution Table

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 – 30 years	10	10.0	10.0	10.0
	30-35 years	10	10.0	10.0	20.0
	35-40 years	42	42.0	42.0	62.0
	Above 40 years	38	38.0	38.0	100.0
	Total	100	100.0	100.0	

Table 2. Gender Distribution Table

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	75	75.0	75.0	75.0
	Female	25	25.0	25.0	100.0
	Total	100	100.0	100.0	

Table 3. Grid to Explain Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	53	53.0	53.0	53.0
	Unmarried	20	20.0	20.0	73.0
	Widowed	27	27.0	27.0	100.0
	Total	100	100.0	100.0	

5.5. Inference

Table 5 potraysthat 64% of the respondents are having full-time job and 36% of the respondents are having part- time job.

5.6. Inference

Table 6 reflects that 53% of the respondents are having Bachelor's degree and 30% of the respondents are having Master's degree.17% of the respondents are having Doctoral degree.

5.7. Inference

Table 7 portrays that 6% of the respondents are having length of employment (1-3) years and 5% of the respondents are having length of employment (3-6) years and 56% of the respondents are having length of employment (6-9) years and 33% of the respondents are having length of employment (9 or more).

5.8. Inference

Table 8 reveals that 51% of the respondents are Teaching assistant and 34% of the respondents are Lecturer and 15% of the respondents are Associate Professor.

Table 4. Monthly Income Distribution Grid

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20,000-40,000	8	8.0	8.0	8.0
	40,000-60,000	5	5.0	5.0	13.0
	60,000-1,00,000	48	48.0	48.0	61.0
	Above 1, 00,000	39	39.0	39.0	100.0
	Total	100	100.0	100.0	

Table 5. Employment status distribution table

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full-time	64	64.0	64.0	64.0
	Part-time	36	36.0	36.0	100.0
	Total	100	100.0	100.0	

Table 6. Academic Qualification Distribution Table

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor's degree	53	53.0	53.0	53.0
	Master's degree	30	30.0	30.0	83.0
	Doctoral degree	17	17.0	17.0	100.0
	Total	100	100.0	100.0	

Table 7. Distribution of Length of Employment (Years)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 – 3	6	6.0	6.0	6.0
	3 - 6	5	5.0	5.0	11.0
	6 – 9	56	56.0	56.0	67.0
	9 or more	33	33.0	33.0	100.0
	Total	100	100.0	100.0	

6. TABULATION OF HYPOTHESIS 1

H0: The impact of the factors of job fulfilment on employee performance execution does not differs significantly.

H1: The impact of the factors of job fulfilment on employee performance execution differs significantly.

6.1. Tabulation of Data

See Tables 9-12.

6.1.1. Table 9 Discussion

The highest rated variable among all these factors of job satisfaction related to compensation and promotion (see Table 9) by the respondents are:a) employee with effective performance has fair chances of being promoted (4.38) followed by the variable b) the work done by them is appreciated having mean (4.3) and among these, the least rated variable is the increase in salary having mean (3.1). *Thus variable proportions can be observed to be diverged to some extent.*

6.1.2. Table 10 Discussion

Table 10 reveals that the respondents having highest mean (4.1) rated that their work station is well equipped with required facilities followed by the respondents who like the appearance of their work station having mean (3.82) and the respondents having least mean (3.7) revealing that their work place provides an undisturbed environment.

6.1.3. Table 11 Discussion

Table 11 portrays that the respondents rated that both the relationship with the co-workers as well as the relationship with the top management are coordinial having highest mean (3.94) and the variable which was least rated by the respondents represents the relationship with the head of the department (3.9).

Table 8. Academic Rank Distinguishing Table

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Teaching assistant	51	51.0	51.0	51.0
	Lecturer	34	34.0	34.0	85.0
	Associate Professor	15	15.0	15.0	100.0
	Total	100	100.0	100.0	

Table 9. Compensation and Promotion

Descriptive Statistics	N	Mean	Std. Deviation
1. My basic salary is sufficiently paid according to my daily working hours and work load	100	3.9000	.83485
2. I am satisfied with my chances for salary increases	100	3.1000	1.45297
3. The work I do is appreciated	100	4.3000	1.01005
4. I believe those that do well on the job have fair chances of being promoted	100	4.3800	1.00282
5. It is possible to get promoted fast in my job	100	4.1000	1.19342
6. Benefits are appropriate	100	4.1600	1.24495
7. I feel that my job is secure	100	4.2600	.93873
8. Your supervisor considers your idea too while taking decision	100	4.2400	.93333
Valid N (list wise)	100		

6.1.4. Table 12 Discussion

Most of the respondents reveals that job satisfaction enhances the performance of faculty members in administrative assignment having highest mean (3.94) followed by the respondents having mean (3.9) rated that job satisfaction improves productivity, enhances the command over subject and also improves the relationship with superior and subordinate and the respondents with least mean (1.64) rated that the level of commitment and belongingness has *least impact* on job satisfaction (see Table 12).

Table 10. Working conditions

Descriptive Statistics	N	Mean	Std. Deviation
1. My workplace provides an undisturbed environment	100	3.7000	1.27525
2. Organization/appearance of my work area is good	100	3.8200	1.29786
3. My workstation is equipped with all the required facilities	100	4.1000	1.36700
Valid N (list wise)	100		

Table 11. Inter - personal relations

Descriptive Statistics	N	Mean	Std. Deviation
1. My relationship with co- workers are cordial	100	3.9400	1.36936
2. My relationship with your head of department is cordial	100	3.9000	1.38170
3. My relationship with top management are healthy	100	3.9400	1.36936
Valid N (list wise)	100		

Table 12. Job performance

Descriptive Statistics	N	Mean	Std. Deviation
1. Improves my productivity.	100	3.9000	1.38170
2. Increases my command over subject and academic delivery.	100	3.9000	1.38170
3. Enhances my performance in administrative assignment	100	3.9400	1.36936
4. Improves learning ability	100	3.9000	1.38170
5. Increases my level of commitment and belongingness.	100	1.6400	.73195
6. Improves my relationship with superior and subordinates.	100	3.9000	.83485
7. Enhances the relationship with all concerned Stakeholders.	100	3.1000	1.45297
Valid N (list wise)	100		

7. INTERPERSONAL RELATIONS, COMPENSATION AND PROMOTION, WORKING CONDITIONS

7.1. Table 13 Discussion

Table 13 provides the R and R^2 values. The R value represents the correlation and is 0.985 (the “**R**” Column), which indicates a high degree of correlation. The R^2 value (the “**R Square**” column) indicates how much of the total variation in the dependent variable, job Performance, can be explained by the independent variable, compensation and promotion, Inter-personal relations, and working conditions. In this case, 97.1% can be explained, which is very large.

The next table is the ANOVA table, which reports how well the regression equation fits the data [i.e., predicts the dependent variable (job performance)] and is shown below.

7.2. Table 14 Discussion

Table 14 indicates that the regression model predicts the dependent variable (job performance) significantly well. In the “Regression” row, “Sig.” column. This indicates the statistical significance of the regression model that was run. Here, $p < 0.0000$, which is less than 0.05, and indicates that the overall regression model statistically significantly indicates the job performance as a good fit for the data.

7.3. Table 15 Discussion

Table 15 is Coefficients table that provides with the necessary information to predict job performance from factors of job satisfaction, as well as determine whether factors of job satisfaction contributes statistically significantly to the model (by looking at the “Sig.” column). Furthermore, we can use the values in the “B” column under the “Unstandardized Coefficients” column, as shown below.

Table 13. Regression analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.985 ^a	.971	.970	.23887

a. Predictors: (Constant)

b. Dependent Variable: Job performance

Table 14. Anova table

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	181.142	3	60.381	1058.232	.000 ^b
	Residual	5.478	96	.057		
	Total	186.620	99			

a. Dependent Variable: JOBPERFORMANCE

b. Predictors: (Constant): INTERPERSONAL RELATIONS, COMPENSATION AND PROMOTION, WORKING CONDITIONS

Regression analysis was carried out to know the impact of job satisfaction on employees performance is presented in this table. Higher beta coefficient of .705 indicates that Inter-personal relations has got a higher impact on performance of faculty members.

8. TABULATION OF HYPOTHESIS 2

H0: The factors of job satisfaction does not differs significantly across the demographical characteristics of employees.

H2: The factors of job satisfaction differs significantly across the demographical characteristics of employees.

8.1. Table 16 Discussion

Across the different level of age the factor of working condition *has great impact* on the employees. The respondents above 40 years of age having highest mean (4.9211) across the respondents of different age of faculty members (see Table 16).

8.2. Table 17 Discussion

One-way ANOVA analysis was carried out and from the Table 17, it is clear that calculated value of F in case of all the factors of job satisfaction (compensation, working condition, inter-personal relations) is more than the tabulated value of F (3.07, $\alpha = .05$). *This indicates that "the factors of job satisfaction differ significantly across the demographical characteristics of employees."*

8.3. Table 18 Discussion

The mean of different factors of job satisfaction across the different gender in (Table 18) reveals that Male respondents rated the factor of working conditions more than Female and has scored highest mean (4.2578) across the respondents of different gender of faculty members.

Table 15. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.766	.171		-4.484	.000
	Compensation and promotion	.082	.108	.042	.763	.448
	Working conditions	.397	.088	.293	4.492	.000
	Interpersonal relations	.705	.070	.661	10.092	.000

a. Dependent Variable: JOB PERFORMANCE

Table 16. Mean across age

Age	Compensation and Promotion	Working Conditions	Interpersonal Relations
25-30 years	1.8750	1.8000	1.0667
30-35 years	2.5750	3.2667	2.0667
35-40 years	3.4524	4.3889	4.1349
Above 40 years	3.9671	4.9211	4.7982
Total	3.4025	4.2200	3.8733

Table 17. Anova across age

		Sum of Squares	Df	Mean Square	F	Sig.
Compensation	Between Groups	24.397	2	12.198	12.376	.000
	Within Groups	95.603	97	.986		
	Total	120.000	99			
Working conditions	Between Groups	18.154	2	9.077	10.495	.000
	Within Groups	83.895	97	.865		
	Total	102.049	99			
Interpersonal Relations	Between Groups	27.217	2	13.608	9.623	.000
	Within Groups	137.179	97	1.414		
	Total	164.396	99			

8.4. Table 19 Discussion

One-way ANOVA analysis was carried out and from the above Table 19, it is clear that the calculated value of F is more than the tabulated value of F (2.6802, $\alpha = .05$). Hence this tabulation (Table 19) also prominently indicates that the factors of job satisfaction differ significantly across the demographical characteristics of faculty members.

Table 18. Mean across gender category

Gender	Compensation and Promotion	Working Conditions	Interpersonal Relations
Male	3.4100	4.2578	3.8711
Female	3.3800	4.1067	3.8800
Total	3.4025	4.2200	3.8733

Table 19. Anova across gender category

		Sum of Squares	Df	Mean Square	F	Sig.
Compensation	Between Groups	98.622	3	32.874	147.620	.000
	Within Groups	21.378	96	.223		
	Total	120.000	99			
Working conditions	Between Groups	87.526	3	29.175	192.864	.000
	Within Groups	14.522	96	.151		
	Total	102.049	99			
Interpersonal relations	Between Groups	146.796	3	48.932	266.905	.000
	Within Groups	17.600	96	.183		
	Total	164.396	99			

8.5. Table 20 Discussion

The mean of different factors of job satisfaction across the difference in marital status in (Table 20) shows that married people rated the factors of working conditions more than the Unmarried people and widowed and has scored highest mean (4.4340) across the respondents.

8.6. Table 21 Discussion

One-way ANOVA analysis was carried out and from the above Table 21, it is clear that calculated value of F in case of factors of job satisfaction (compensation, working conditions, Interpersonal relations) is less than the tabulated value of F (3.9201, $\alpha = .05$). Thus the null hypothesis is accepted indicating that the factors of job satisfaction *does not differ significantly* across the demographical characteristics of faculty members.

8.7. Table 22 Discussion

The mean of different factors of job satisfaction across the different levels of academic ranking the above (Table 22) reveals that people having academic rank of teaching assistant scored highest mean (4.5425) rated the working conditions.

Table 20. Mean across marital status

Marital Status	Compensation and Promotion	Working Conditions	Interpersonal Relations
Married	3.4127	4.4340	4.1384
Unmarried	3.3500	4.1333	3.9167
Widowed	3.4213	3.8642	3.3210
Total	3.4025	4.2200	3.8733

Table 21. Anova across marital status

		Sum of Squares	Df	Mean Square	F	Sig.
Compensation	Between Groups	1.613	1	1.613	1.336	.251
	Within Groups	118.387	98	1.208		
	Total	120.000	99			
Working conditions	Between Groups	.428	1	.428	.413	.522
	Within Groups	101.621	98	1.037		
	Total	102.049	99			
Interpersonal relations	Between Groups	.001	1	.001	.001	.976
	Within Groups	164.394	98	1.677		
	Total	164.396	99			

8.8. Table 23 Discussion

One-way ANOVA analysis was carried out and from Table 23, it is clear that the calculated value of F is more than the tabulated value of F (2.6802, $\alpha = .05$). Hence indicating that the factors of job satisfaction differs significantly across the professional characteristics of faculty members.

9. STUDY DISCUSSION

All the findings are drawn based on the analysis the impact of job satisfaction on the performance of faculty members in higher education. The study highlights: a) the relationship between factors of job fulfillment and the demographical & professional characteristics of employees in HEIs, & b) the relationship between level of job satisfaction and performance of faculty members.

To analyse the impact of factors of job fulfillment on the performance of employees in HEI'S, the hypothetical ascertainment has been drawn as:

H0: The impact of the factors of job satisfaction on employee performance does not differ significantly.

H1: The impact of the factors of job satisfaction on employee performance differs significantly.

Regression analysis has carried out to know the impact of job satisfaction on employees performance is presented in this table. Higher beta coefficient of .705 indicates that Inter-personal

Table 22. Academic rank

Academic Rank	Compensation and Promotion	Working Conditions	Interpersonal Relations
Teaching assistant	3.4804	4.5425	4.2614
Lecturer	3.0882	3.6275	3.1471
Associate Professor	3.8500	4.4667	4.2000
Total	3.4025	4.2200	3.8733

Table 23. Anova across the academic rank

		Sum of Squares	Df	Mean Square	F	Sig.
Compensation	Between Groups	40.860	3	13.620	16.522	.000
	Within Groups	79.140	96	.824		
	Total	120.000	99			
Working conditions	Between Groups	47.249	3	15.750	27.591	.000
	Within Groups	54.800	96	.571		
	Total	102.049	99			
Interpersonal Relations	Between Groups	76.118	3	25.373	27.593	.000
	Within Groups	88.277	96	.920		
	Total	164.396	99			

relations has got a higher impact on performance of employees. According to the data analysis and interpretation towards the first hypothesis of this study, the null hypothesis (H_0) is rejected locking-up that “the impact of the factors of job satisfaction such as compensation, promotion, job safety and security, working conditions, relationship with co-workers, relationship with supervisor, participation of top management on employee performance differs significantly.”

To analyse the relationship between factors of job satisfaction and demographical and professional characteristics of faculty members in HEIs, the hypothetical ascertainment has been drawn as:

H₀: The factors of job satisfaction does not differs significantly across the Demographical and professional charactertics of faculty members.

H₂: The factors of job satisfaction differs significantly across the Demographical and professional charactertics of faculty members. For this, the classifications were including:

1. **Age:** To study the relationship between age and job satisfaction, where “One-way ANOVA” analysis was carried out, with the calculated value of F in case of all the factors of job satisfaction (compensation, working condition, inter-personal relations) is found to be more than the tabulated value of F (3.07, $\alpha = .05$). And that *indicates that the factors of job satisfaction differ significantly across the Demographical charactertics (age) of faculty members.*
2. **Gender:** Analysis was carried out to study the relationship between Gender and job satisfaction, One-way ANOVA, and from the above Table, it is clear that the calculated value of F is more than the tabulated value of F (2.6802, $\alpha = .05$). Hence rejecting the null hypothesis, indicating that the factors of job satisfaction *differ significantly across the demographical charactertics of faculty members.*
3. **Marital status:** One-way ANOVA analysis was carried out to study the relationship between marital status and job satisfaction, that clarifies that calculated value of F in case of factors of job satisfaction (compensation, working conditions, Interpersonal relations) is less than the tabulated value of F (3.9201, $\alpha = .05$). Thus accepting the null hypothesis in this table indicating that the factors of job satisfaction *does not differ significantly across the demographical charactertics of faculty members.*
4. **Academic rank:** To study the relationship between academic rank and job satisfaction, ‘One-way ANOVA’ analysis was carried out and it is clear that the calculated value of F is more than the tabulated value of F (2.6802, $\alpha = .05$). *Hence, rejecting the second hypothesis of this study, indicating that “the factors of job satisfaction differ significantly across the professional charactertics of faculty members.”*

Hence, based upon the above mentioned results, the study also reveals that the factors of job satisfaction differs significantly across the professional characteristics of the faculty members working in the respective higher education institutions.

10. GENERAL FINDINGS

10.1. Demographical and Professional Characteristics

The study reveals that the respondents across all levels of age rated that the factor of working condition has highest impact on the job satisfaction as compared to compensation and promotion and inter- personal relations. The respondents having 30-35 years of age rated that the compensation and promotion has least impact on the satisfaction level of faculty members. The male and female respondents both rated that the factor of working condition highly satisfies the faculty members but the factor satisfies the male respondents more than the female respondents. The study suggests that for both married and un married respondents the factor of compensation and promotion satisfies less as compared to working conditions but for the widowed employees the least satisfying factor is inter-personal relations. According to the academic rank of the respondents they rated the highest satisfying factor for the teaching assistant is working conditions which is rated more than lecturers and associate professors and the least satisfying factor is compensation and promotion.

10.2. Job Satisfaction

The study reveals that the highest rated variable under compensation and promotion is the belief of people that if they do well in their job they have fair chances of being promoted followed by the variable of appreciation. This in turn enhances their satisfaction level followed by the variable of job security which increases the satisfaction level. The least rated variable is the expectation of salary increase which gives least satisfaction to the faculty members in the respective HEIs.

10.3. Working Conditions

The study reveals that the faculty members are more satisfied with the well equipped work- station and the least satisfying factor is undisturbed environment.

10.4. Inter-Personal Relations

The study reveals that the maintainance of healthy relationship with the top management and co-workers gives more satisfaction to the faculty members as compared to their head of department.

11. CONCLUSION

To conclude, the hypothetical models suggests the future researchers that the impact of the factors of job satisfaction such as compensation, promotion, job safety and security, working conditions, relationship with co-workers, relationship with supervisor, participation of top management on employee performance differs significantly on one hand. On the other hand, the study also revealed that the factors of job satisfaction differs significantly across the professional characteristics of the faculty members working in the respective higher education institutions. As far as some previous studies, it was found that the academics were positively inclined towards general job satisfaction. In rank order, job satisfaction had the highest correlation with physical conditions and support, research and thereafter compensation and other benefits the university offers. Higher education institutions (HEI's) need to uphold the factors that currently generate satisfaction. The study first considered presenting a number of literature related to the factors that influence job satisfaction of academic staff in HEI. The most common factors that have been derived from the literature were identified to be the pay and salary, working environment, promotion opportunities, job security, management system

and supervision, and the superior's behavior. Then in order to explore the factors, a qualitative study was conducted in the respective Higher Education Institutions. The findings revealed many factors that would affect job satisfaction of academics: compensation and promotion, working conditions, Interpersonal. Then a quantitative questionnaire survey was conducted to study the influence of the factors of job satisfaction on the performance of faculty members and to examine the relationship between factors of job satisfaction with the demographic and professional characteristics of faculty members. The analysis revealed that the factor of working condition is the highest rated factor by the faculty members which enhances the satisfaction level of faculty members. It was also observed that the academic staff were more satisfied with the behavior of colleagues and top management officials. Perception on management support was relatively fine, and regarding the compensation and promotion they perceive it neither satisfactory nor dissatisfactory. Further, on the basis of regression analyses it was found that Inter-personal relations within, has got a higher impact on performance of faculty members followed by the working conditions. The perception about compensation and promotion was found to be relatively weak.

This study is an attempt to identify variables related to job satisfaction & ultimately to the job fulfillment and their relationship with performance of faculty members who are the sample representatives working in higher education institutions belonging to one of the prominent education hub of India and that is the city of Dehradun, Uttarakhand. Also the study will help the future researchers to extend their inputs to some more towards exploring more demographical factors that are related to Job Satisfaction ascertaining Job Fulfillment. As far as some of the sample reliability is concerned, though researcher has attempted to collect the majority of the data from 80% of those of the samples who were found to be regular on their workplace. 20% of avoidable samples may be concerned as unreliable due to the various reasons considering the factors like employer's influence upon them or certain irregularity factors etc that hardly affects the result of this study. Hence, this may be taken as the research limitations.

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