Diagnostic exploration about job satisfaction pertaining to the contractual faculty of engineering colleges and private university in developing country like India

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Abstract
In the present worldwide, the structure of the education faces various difficulties because of the powerful idea of the environment. One of the immeasurable difficulties for enlightenment structure today is to fulfil its highly skilled faculty to manage the regularly adjusting and embryonic illumination globe A faculty can do his/her utmost capability if s/he is pleased with the task. A well-satisfied faculty can utilize his/her talent for the welfare of the students. This paper explores the job satisfaction level of contract faculty, serving in government and private institutions functioning near the border area of Gurdaspur district in Punjab, India. It also focuses on the problem and exploitation which are faced by contractual faculty due to the policies adopted by the management of these engineering institutions during their career. Approximately 700 questionnaires were distributed personally for survey and through emails. Information was collected through a study of 150 faculty members of educational institutes, serving in seven governments and self-financed colleges and private universities functioning near the perimeter area of Gurdaspur. The outcomes show that there is an immediate relationship between parameters like professional development and job satisfaction. The study presumes that by giving the best workplace, the educational institutes can build the level of job satisfaction of their faculty. Analytical results of the study have been verified with the help of SPSS-16 software.

Keywords: Job satisfaction, Edification system, Contractual faculty, Rural Area, Border area.

Introduction
Numerous colleges have not been effective to perceive the estimation of strategies and job satisfaction of their workers. This prompts many getting teething inconveniences amid their booked activities in the execution. An educator is a basic component in the advancement of enlightenment structure and the desire, mission, and vision of school and college. Faculty should get together the illumination execution model settled by the college, to ensure the value of their instructing and meeting the goals of their association. To meet the standards, they require a powerful, encompassing that enables them to work generously without inconvenience, on the grounds that an inadequate encompassing may confine them from performing up to their potential. This paper plans to break down the job satisfaction of the faculty of the engineering colleges situated close to the fringe zone of Gurdaspur, Punjab in India.

Literature Review
Endeavours have been made to perceive the connection between career development, financial benefits and job satisfaction all over the globe in assorted settings throughout the years. The research is getting consideration with the section of a period on account of its vitality and impact on the general public.

The conclusion of Sanjeev (2017) looks into recommended that there was a need to develop fitting enrolment, conservation and occupation fulfillment improvement procedures for the representatives on a restrictive premise. Dev (2017) considered that work culture exhibits a positive essential association with a large portion of the measurements of representative fulfillment. He additionally said that as the work traditions wound up more grounded, the representative fulfillment likewise made strides. Pradhan (2017) proposed that HR adaptability was the spirit for any association to manage the general exchange requests in a very much coordinated approach. Raziqa and Maulabaksh (2015) think about uncovered that workplace positively affected the activity fulfillment of representatives. Awful working conditions constrain representatives to speak to their capacities and achieve maximum capacity, so it was vital that the organizations comprehended the significance of good workplace. Danish examination prompted that a firm could upgrade its generation through the advance of physical extents of workplace (interior atmosphere) and could have a valuable brunt on firms' efficiency. Offer and Cleal (2011) assembled a model on the work fulfillment by mixing monetary factors and workplace factors to ponder the reaction of labourers in an unsafe workplace with high budgetary advantages and safe work environment and low money related advantages. The investigation demonstrated that dissimilar psychosocial and workplace factors like the work environment, social help had a straight brunt on work fulfillment and that upgrade in rewards improved the disappointment level among representatives. The administrators' availability at desperate hour, the ability to mix representatives, excite imaginative reasoning and learning of the estimation of liberality in the vision of representatives, and potential to speak with specialists, where the fundamental organizational qualities. Results demonstrated that with great and compelling administration, workers' fulfillment level was lifted, though with lesser correspondence, ability,
disappointment level among representatives was raised (Schroffel, 1999). Catillo and Cano (2004) at work
fulfilment level among employees of universities demonstrated that if proper intrigue was given to relational
connections, acknowledgment and supervision, the level of occupation fulfilment would increment. Bakotic and Babic
(2013) explored that for the workforce who worked underneath persevering environment, working surroundings
were a critical viewpoint for work fulfilment. To show signs of improvement fulfilment of labourers working underneath
dedicated environment, it was basic for the administration to advance the working conditions. This would assemble them
similarly happy with the individuals who worked under consistent working conditions and consequently, as a rule
execution would support. Research in telecom segment by Tariq et al. (2013) demonstrated that there were different
factors like workload, compensation, worry in the working environment and clashes with family because of
employment drove a specialist towards frustration. At closing stage, these free factors affected hurtfully on
hierarchical execution, which was critically disposed by these variables.

Chandrasekar (2011) watched that an association needed to offer idea to build a work surroundings that
upgraded the capacity of workforce to form into a more productive keeping in mind the end goal to augment the
benefits for associations. Additionally the examination, questioned that human to human correspondences and
connections were playing further overwhelming capacity in the general occupation fulfilment as opposed to riches
though administration abilities, time and vitality. Raziqa and Raheela Maulabakhsh (2014) elucidated significance of the
effect of the idealistic working surroundings on work satisfaction over the long haul. A. Ianioglo and T. Polajeva
(2017) watched that financial security encourages the accomplishment of the powerful parameters of wandering
activity. S. Peng et al. (2017) clarifies that adaptable and non-questionable specialized techniques should be made
and this encourages the productive administration of shared guide exercises.

Positioned on the above writing, the reasonable model tried in this paper which has not been executed in the
previous research about contract faculty specially in developing countries like india, pakistan, srilanla,
bangladesh, nepal etc. The variables which are involved basically represents the policies problems which are
countered by these faculty members during their routine life. Basically its a non-transparent discrimination of educated
highly skilled labour by the administration of these institutions via medium of these policies is exhibited in Fig. 1.
There are lot of laws and acts in these countries to abolish the unskilled and semi skilled labour problems but there are
hardly any acts and laws to abolish the policy problems of exploitation of these highly skilled labour which resultant in
frustration and danger signs for these countries. In this study the independent variables are the personnel policies of
colleges, good communication between authority to teaching faculty, feeling of part of college, guidance in
developing career, job evaluation system, performance appraisal system, career growth, faculty development
programme, employee’s future savings and grievance management system in which the teaching faculty are
working within government engineering colleges, private engineering colleges and private university located at border
area of Gurdaspur. Contractual faculty job satisfaction is the dependent variable.
Fig. 1: A conceptual model of job satisfaction level of contractual faculty

H$_1$: The better contractual faculty oriented policies will increase job satisfaction

Materials and Methods

Populace and Sample Estimate: The motive of the research is to examine the connection between contractual faculty oriented policies and job satisfaction. The information is assembled haphazardly from the faculty members of one government engineering college, six private engineering colleges and one private university located near the border area of Gurdasapur district in the state of Punjab, India, through the survey with the help of a questionnaire. Around 150 respondents were picked from different engineering colleges and one private university as explained above. The principal objective of selecting faculty members from different colleges and the private university is to get data from a differing gathering of individuals with the goal that the outcomes can be summed up to the huge gathering of the populace.

Data Mechanism and Data Investigation Technique: The questionnaire consisted of 45 things identified with questions in regards to job security, personnel policies, faculty development programmes, stress level, appraisal management system, dispute resolution system and impact of overall personnel policies on job satisfaction of contractual faculty. A five-point Likert scale is utilized to evaluate reactions going from not under any condition fulfilled, disappointed, impartial, to some degree fulfilled and unequivocally fulfilled. Various researchers assume that factual bundles are the most proper and most solid instruments for thoroughly breaking down the huge arrangement of information (Buglear, 2005). In this way, all factual examinations are executed utilizing adaptation 16.0 of "Measurable Package for Social Sciences" (SPSS). Factor examination is likewise executed as it can be utilized for the
information comprising of test measure n≥5 (Hair et al., 2010).

Findings

The reactions accumulated through the survey of the teaching faculty have been analysed through differing factual tables and diagrams. The Cronbach’s Alpha demonstrates the unwavering quality of the information utilized as a part of the poll (George, D., and Mallery, P. 2003) Table 1 explains the demographic profile of respondents and provides the information gathered from 150 teaching faculty members, 52.7% of which had a place with the age gathering of 18-30 years, 29.3% had a place with the age gathering of 31-35 years, 13.3% had a place with the age gathering of 36-40 years and staying 4.7% were from the age gathering of 41+ years. Of 150 respondents, 54.7% were males, and 45.3% were females. Education institution wise, 40% respondents were from government engineering college, 48% were from private engineering colleges, and 12% were from the private university situated close to the outskirt territory of Gurdaspur. Along these results we acknowledge alternative hypothesis that better faculty oriented policies will increase job satisfaction.

Table 1 : Pictorial demographic measurements

| Demographic Profile | Frequency | %age |
|---------------------|-----------|------|
| **Age**             |           |      |
| 18-30               | 79        | 52.7 |
| 31-35               | 44        | 29.3 |
| 36-40               | 20        | 13.3 |
| 41+                 | 07        | 4.7  |
| **Gender**          |           |      |
| Male                | 82        | 54.7 |
| Female              | 68        | 45.3 |
| **Engineering Institution** |    |    |
| Government College  | 60        | 40.0 |
| Private Colleges    | 72        | 48.0 |
| Private University  | 18        | 12.0 |

Table 2 demonstrates that for 11 inquiries of the questionnaire about Job satisfaction, the consistency was 93.3%. It demonstrates that the reactions gathered with the information genuinely right to examine the relationship of contractual faculty oriented policies and other factors of job satisfaction.

Table 2: Rotated component matrix for contractual faculty oriented policies and job satisfaction variables

| Matrix of items                                      | Cronbach Alpha |
|------------------------------------------------------|----------------|
| **Reliability statistics**                           | .933           |
| **Employee oriented policies variables**             | .930           |
| Personnel policies of college                        |                |
| Good communication between authority to faculty       | .927           |
| Feeling of part of college                           | .926           |
| Job evaluation system of faculty                      | .926           |
| Faculty development programme help the faculty to    | .930           |
| raise their teaching.                                 |                |
| Head of department guiding in developing career      | .929           |
| Sufficient opportunity of career growth              | .922           |
| Performance appraisal system of college              | .923           |
| Grievance management & dispute resolution system of   | .926           |
| college                                              |                |
| Planning made by employer regarding future savings   | .930           |
| Item Statistics                                      |                |

One question was removed from the factor matrix to increase reliability of Cronbach alpha. Ten questions significantly weighed down on contractual faculty oriented policies and one question weighed down on job satisfaction. The survey utilized in the investigation was analysed for unwavering quality having both principle factors. Commonly accepted rule for describing internal consistency using Cronbach alpha is 0.9 ≤ α results in excellent internal consistency, if α < 0.5 results in internal consistency then it is unacceptable (DeVellis, R.F. 2012). The cronbach alpha of parameters such as personnel policies of college and faculty development programme that helps the faculty raise their teaching skills was 0.930. Head of the department guidance in developing career was 0.929. There is a good communication between authority and teaching faculty was 0.927. But for other parameters such as feeling of part of college, Job evaluation system of faculty, grievance management, dispute resolution system of college and planning made by employers regarding faculty future saving, Cronbach alpha for all these parameter was 0.926. Cronbach alpha of performance appraisal system of your college was 0.923 and for parameter like getting sufficient opportunity for career growth was 0.922 and last parameter such as satisfied with your job was 0.930. It demonstrates that the information gathered utilizing the questionnaire has given valuable data about the assessments of faculty about the factors utilized.
Table 3: Correlation matrix for contractual faculty oriented policies and job satisfaction

|                             | Satisfied with your Job. | Personnel policies of college. | There is a good communication between Authority to Teaching Faculty. | I feel I am part of my college | Job Evaluation System of Faculty. | Faculty Development Program help in raising the teaching standards | Head of Department guiding me in developing my career. | Are you getting sufficient opportunity for your career growth? | Performance appraisal system of your college. | Grievance management & dispute resolution system of your college. | Planning made by employers regarding future saving. |
|-----------------------------|--------------------------|-------------------------------|---------------------------------------------------------------|--------------------------------|---------------------------------|---------------------------------------------------------------|---------------------------------------------------------------|---------------------------------------------------------------|-----------------------------------------------|---------------------------------------------------------------|---------------------------------------------------------------|
| Job Satisfaction            | 1.000                    |                               |                                                               |                                |                                 |                                                               |                                                               |                                                               |                                               |                                               |                                               |
| Personnel policies          | 1.000                    |                               |                                                               |                                |                                 |                                                               |                                                               |                                                               |                                               |                                               |                                               |
| of college.(r₁)             | .358*                    |                               |                                                               |                                |                                 |                                                               |                                                               |                                                               |                                               |                                               |                                               |
| Good communication          | .458                     | .631                          | 1.000                                                        |                                |                                 |                                                               |                                                               |                                                               |                                               |                                               |                                               |
| between authority to        |                          |                               |                                                               |                                |                                 |                                                               |                                                               |                                                               |                                               |                                               |                                               |
| Faculty.(r₂)                | .647*                    |                               |                                                               |                                |                                 |                                                               |                                                               |                                                               |                                               |                                               |                                               |
| Feeling of part of          | .513                     | .556                          | .579                                                         | .571                           | 1.000                           |                                                               |                                                               |                                                               |                                               |                                               |                                               |
| college.(r₃)                |                          |                               |                                                               |                                |                                 |                                                               |                                                               |                                                               |                                               |                                               |                                               |
| Job Evaluation System of    | .529*                    | .385                          | .424                                                         | .538                           | .659                            | 1.000                                                         |                                                               |                                                               |                                               |                                               |                                               |
| faculty.(r₄)                |                          |                               |                                                               |                                |                                 |                                                               |                                                               |                                                               |                                               |                                               |                                               |
| Faculty Development         | .593                     | .342                          | .426                                                         | .544                           | .573                            | .674                                                         | 1.000                                                         |                                                               |                                               |                                               |                                               |
| Program help the faculty to|                          |                               |                                                               |                                |                                 |                                                               |                                                               |                                                               |                                               |                                               |                                               |
| raise their teaching.(r₅)   | .593                     | .607                          | .611                                                         | .665                           | .626                            | .504                                                         | .545                                                         | 1.000                                                         |                                               |                                               |                                               |
| Sufficient opportunity for  | .573                     | .482                          | .599                                                         | .588                           | .620                            | .554                                                         | .601                                                         | .759                                                         | 1.000                                                         |                                               |                                               |
| career growth.(r₆)          |                          |                               |                                                               |                                |                                 |                                                               |                                                               |                                                               |                                               |                                               |                                               |
| Performance appraisal       | .498*                    | .497                          | .585                                                         | .520                           | .526                            | .434                                                         | .503                                                         | .709                                                         | .719                                                         | 1.000                                                         |                                               |
| system of college.(r₇)      |                          |                               |                                                               |                                |                                 |                                                               |                                                               |                                                               |                                               |                                               |                                               |
| Grievance management &      | .511                     | .526                          | .617                                                         | .588                           | .505                            | .438                                                         | .442                                                         | .695                                                         | .687                                                         | .737                                                         | 1.000                                                         |
| dispute resolution system   |                          |                               |                                                               |                                |                                 |                                                               |                                                               |                                                               |                                               |                                               |                                               |
| of college.(r₈)             |                          |                               |                                                               |                                |                                 |                                                               |                                                               |                                                               |                                               |                                               |                                               |
| Planning made by            |                          |                               |                                                               |                                |                                 |                                                               |                                                               |                                                               |                                               |                                               |                                               |
| employers regarding         |                          |                               |                                                               |                                |                                 |                                                               |                                                               |                                                               |                                               |                                               |                                               |
| faculty future saving.(r₉)  | .646                     |                               |                                                               |                                |                                 |                                                               |                                                               |                                                               |                                               |                                               |                                               |

*Correlation analysis was performed to establish the association between contractual faculty oriented policies and job satisfaction. Contractual faculty oriented policies includes the parameters such as personnel policies of college, good communication between authority and teaching faculty, feeling of part of college, head of department guiding in developing career, job evaluation system of faculty, performance appraisal system of college, getting sufficient opportunity for career growth, faculty development programme help to raise the teaching standards, planning made by employers regarding
contractual faculty future savings, grievance management and dispute resolution system of college. All these parameters are correlated with job satisfaction. Results shows in Table 3 that parameters like head of department guiding in developing career and getting sufficient opportunity for career growth has the huge positive association with the job satisfaction as both r₆ and r₇ are = 0.593, p < 0.05. Also, for parameters such as performance appraisal system of college, faculty development programme, job evaluation system of faculty, planning made by employers regarding faculty future savings and grievance management cum dispute resolution system of college relationship with job satisfaction are significant and positive due to r₈ = 0.573, r₉ = 0.529, r₄ = 0.513, r₁₀ = 0.511 and r₁ = 0.498 at p<0.05. The relationship of parameters such as feeling of part of college, good communication between the authority and teaching faculty and personnel policies of colleges, explains their values as r₉ = 0.479, r₂ = 0.458 and r₁ = 0.358. The values are significant and positive.

### Table 4: Regression analysis on contractual faculty oriented policies (dependent variable - job Satisfaction)

| Coefficient | Standard Error | Standardized Beta | Intercept |
|-------------|----------------|--------------------|------------|
| .348*       | .200           | -                   |           |
| -.074       | .090           | -.073              | β₁        |
| .070*       | .087           | 0.077              | β₂        |
| -.030*      | .091           | -.032              | β₃        |
| .037*       | .097           | .038               | β₄        |
| .121*       | .093           | .122               | β₅        |
| .249*       | .082           | .280               | β₆        |
| .240*       | .103           | .265               | β₇        |
| .051*       | .104           | .055               | β₈        |
| -.019*      | .085           | -.024              | β₉        |
| .098*       | .084           | .120               | β₁₀       |

The regression analysis was conducted to define the impact of contractual faculty oriented policies (personnel policies of colleges, good communication between the authority and teaching faculty, feeling of part of college, guidance in developing a career, job evaluation system, performance appraisal system, career growth, faculty development programme, future saving and grievance management system) effect on job satisfaction as shown in Table 4. The regression result discloses that factors related to contractual faculty oriented policies have a statistically significant impact on job satisfaction. The results achieved are: R = 0.694, β₀ = 0.348, β₁ = -.073, β₂ = 0.077, β₃ = -.032, β₄ = 0.038, β₅ = 0.122, β₆ = 0.280, β₇ = 0.265, β₈ = 0.055, β₉ = -0.024 and β₁₀ = 0.120. Factors, like good communication between the authority and teaching faculty (t = 0.809), guidance in developing a career (t = 3.046), job evaluation system (t = 0.388), performance appraisal system (t = 0.489), career growth (t = 2.321), faculty development programme (t = 1.295), and faculty future savings (t = 1.165). Other factors, like: personnel policies of colleges (t = -0.816), the feeling of being part of college (t = -0.326) and grievance management system (t = -0.288) p < 0.05. UN standardized coefficient demonstrates how much the reliant variables differ with autonomous variables when the independent variables are held consistent. We can test for the statistical significance of every one of the autonomous variables. It will test whether the UN standardized (or standardized) coefficients are equivalent to 0 (zero) in the table. On the off chance that p<0.05, we can infer that the coefficients are statistically significantly different to 0 (zero).

The estimation of R = 69.4%. This demonstrates there is a positive straight connection between contractual faculty oriented policies and job satisfaction. Additionally, the outcome likewise demonstrates that contractual faculty oriented policies get a 48.2% share in job satisfaction that is R². The estimation of F = 1.24, which is statistically significant at P<0.05 and the estimation of t are likewise statistically significant in seven faculty oriented policy factors. Hence, we can dismiss our null hypothesis.

The regression equation that can be formed in view of the data acquired is as per the following

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \beta_9 X_9 + \beta_{10} X_{10} + E \]  

\[ \text{Where} \]  

\[ Y = \text{Job Satisfaction} \]  

\[ X_1 = \text{Personnel policies of colleges} \]  

\[ X_2 = \text{Good communication between the authority to teaching faculty} \]
X3a. Feeling of part of college
X4a. Job evaluation system
X5a. Faculty development programme
X6a. Guidance in developing career
X7a. Career growth
X8a. Performance appraisal system
X9a. Grievance management system
X10a. Faculty future savings

E=Error Term

As X1, X3, X9 have insignificant effect that is \( \beta_1 = 0.358 \), \( \beta_3 = 0.479 \), \( \beta_9 = 0.498 \) respectively at \( p>0.05 \), therefore, the equation reduces to

\[
Y=0.348+.077 \times X_2+.038 \times X_4+.122 \times X_5+.280 \times X_6+.265 \times X_7+.055 \times X_8+.120 \times X_{10}+.796 (2)
\]

Where \( \beta_0 = 0.348 \)

\( \beta_2 = .077 \) (Good communication between authority to teaching faculty)

\( \beta_4 = 0.38 \) (Job Evaluation system)

\( \beta_5 = 0.122 \) (Faculty development programme)

\( \beta_6 = 0.280 \) (Guidance in developing career)

\( \beta_7 = 0.265 \) (Career growth opportunity)

\( \beta_8 = 0.055 \) (Performance appraisal system)

\( \beta_{10} = 0.120 \) (Faculty future savings)

\[
E = .0796 (3)
\]

Therefore, regression coefficient \( \beta_2 = .077 \) indicates that job satisfaction increases by .077 for every contract employee from the parameter of good communication between authority and faculty and \( \beta_4 = 0.38 \) indicates that job satisfaction of the parameter job evaluation system increases by 0.38 and so on for other parameters. Further, it can be seen that the combined effect of \( X_2, X_4, X_5, X_6, X_7, X_8 \) and \( X_{10} \) on \( Y \) are additive. Generally dependent \( Y \) variable and independent variables \( X_2, X_4, X_5, X_6, X_7, X_8 \) and \( X_{10} \) converted to the standard scores like to say, \( Z_2, Z_4, Z_5, Z_6, Z_7, Z_8 \) and \( Z_{10} \) each with mean 0 and standard deviation 1. These analyses are based on the assumption that equation (1) includes all the important and relevant variables because if any of these are excluded, then the predictive power of the model will be reduced. Even though a variable are omitted its effect may still include if the excluded variable is correlated with one of the included variable. This way the estimated coefficient of included variables reflects both the included and the excluded variables. All the independent variables are highly correlated. Due to this estimated regression coefficient can fluctuate widely from region to region.

Result and Discussion

The investigation has demonstrated a positive connection between better contractual faculty oriented policies and job satisfaction. The teaching faculty working every one of the three divisions (government engineering college, private engineering colleges and university) has the view that better contractual faculty oriented policies assume a pivotal part in achieving job satisfaction. While the University Grant Commission of India and All India Council of Technical Education of India standards turn out to be hard and education service wind up powerful and requesting so education institutes, to function up to their utmost potential, have to make sure that their teaching faculty is functioning under faculty friendly policies.

The regression analysis results showed that contractual faculty oriented policies have the positive impact on job satisfaction as \( R^2 = 48.2\% \). Job satisfaction is upgraded by the favourable workplace which is confirmed by Lee and Brand (2005). The aftereffects of this investigation repudiated by the examination consequences of Tokuda et al. (2009) and Rafiq et al. (2012) that the workplace is adversely connected with employees’ job satisfaction, though outward rewards are the best help to cause job satisfaction. Therefore, education institutes must focus towards this segment of the job. In the present investigation, it has been observed that guidance in developing the career by the head of the department and getting sufficient opportunity for career growth has a critical association with job satisfaction (the correlation coefficient value of both is 0.593 at \( p<0.05 \)). The study showed that good communication between the authority and teaching faculty, job evaluation system, performance appraisal system, faculty development programme, faculty future savings are positively related to job satisfaction. This perception of our investigation is bolstered by the exploration of Babin and Boles (1996), who contended that supervisory help and specialist association diminishes the work pressure. However, personnel policies of colleges, feeling of being a part of college and grievance management system do not turn out to have the significant relationship with the job satisfaction. In this manner, it is imperative that the educational institutions recognize the requirements of their teaching faculty and help them to accomplish their professional objectives. Better faculty oriented policies increase personnel devotion, level of commitment, competency and efficiency, output, and also develop a sense of delivering excellent lectures on the part of teaching faculty which eventually increase educational institutes efficiency and reduce cost rising, which may come as a result of displeased teaching faculty.

Conclusion

Contract faculty oriented policies optimistically affect the job satisfaction of teaching faculty. Awful approaches stop faculty to work up to their capability and full potential. It is, therefore, indispensable that the educational institution perceive the significance of good faculty oriented policies. This research paper contributes towards the prosperity of society as the outcomes make mindfulness about the significance of good contract faculty oriented policies for job satisfaction of faculty regardless of its classification, whether contractual or regular faculty. The investigation impacts upon the future execution of policy for education institution close to the outskirt zone of Gurdaspur by considering contract faculty oriented policies more seriously within institutions to build the motivation and devotion level of the contractual faculty members. Faculty can achieve better results in this way. Management of the institution

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additionally guarantees that the contract faculty will work in an agreeable and open condition without discrimination or stress that would confine their performance to decrease. These policies will directly help the financial system of a country, as teaching talent will increase. The benefits of providing a good contract faculty oriented policies are great for both the education institutions and its faculty members.

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