



EMPLOYEE JOB SATISFACTION IN PRIVATE EDUCATIONAL INSTITUTIONS: A STUDY OF RAIPUR DISTRICT

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Abstract

Employee job satisfaction plays an important role in improving organisational performance and employee commitment. The present study examines the level of job satisfaction among employees working in private educational institutions in Raipur district of Chhattisgarh. The study follows a descriptive research design and uses both primary and secondary data. Primary data were collected from 100 employees using a structured questionnaire through convenience sampling. The collected data were analysed using frequency, percentage, mean, standard deviation, and a one-sample t-test. The findings revealed that work environment, job security, and employee recognition were the major factors influencing job satisfaction. The statistical analysis indicated that the selected factors had a significant influence on employee job satisfaction. The study concludes that improving working conditions, promotion opportunities, and employee recognition can enhance employee satisfaction and organisational effectiveness.

Keywords: Job Satisfaction, Private Educational Institutions, Employees, Human Resource Management, Raipur, Chhattisgarh.

1. Introduction

Human resources are one of the most valuable assets of every educational institution. The quality of education largely depends on the motivation, commitment, and satisfaction of employees. Job satisfaction reflects the degree to which employees feel positive about their work, working conditions, salary, promotion opportunities, and relationships with colleagues and management.

Private educational institutions have expanded rapidly in India during the last two decades. These institutions play an important role in providing quality education and employment opportunities. However, employees in private institutions often face challenges related to salary, workload, career growth, and job security. These factors directly affect their level of job satisfaction and overall organisational performance.

A satisfied employee generally performs better, remains committed to the organisation, and contributes to institutional development. On the other hand, low job satisfaction may reduce productivity and increase employee turnover. Previous studies have shown that salary, leadership, promotion opportunities, working environment, and recognition are among the important determinants of job satisfaction in educational institutions.

Raipur district has a large number of private schools and colleges employing teaching and non-teaching staff. However, limited empirical research has focused specifically on employee job satisfaction in private educational institutions in this district. Therefore, this study aims to examine the level of job satisfaction among employees working in private educational institutions in Raipur district.

2. Literature Review

1. **Herzberg (1959)** explained through the Two-Factor Theory that motivation and hygiene factors together influence employee job satisfaction.



2. **Locke (1976)** defined job satisfaction as a positive emotional state resulting from the appraisal of one's job and work experiences.
3. **Spector (1997)** stated that salary, supervision, promotion opportunities, and work environment are important dimensions of job satisfaction.
4. **Luthans (2011)** reported that satisfied employees generally show higher commitment, better performance, and lower turnover.
5. **Robbins and Judge (2019)** observed that supportive leadership, organisational culture, and employee recognition positively influence job satisfaction.
6. **Ahamed and Mahmood (2020)** found that salary, promotion opportunities, and workplace relationships significantly affect job satisfaction among employees.
7. **Sharma and Verma (2022)** reported that private educational institutions should improve working conditions and employee recognition to increase job satisfaction.
8. **International Labour Organization (2024)** highlighted that decent working conditions, fair compensation, and career development opportunities are important for improving employee satisfaction and organisational performance.

3. Research Gap

Several studies have examined employee job satisfaction in different sectors. However, limited research has focused specifically on employees working in private educational institutions in Raipur district of Chhattisgarh. Therefore, the present study attempts to examine the level of job satisfaction and identify the factors influencing job satisfaction among employees in the selected institutions.

4. Objectives of the Study

1. To examine the level of job satisfaction among employees working in private educational institutions in Raipur district.
2. To identify the major factors influencing employee job satisfaction.

5. Hypotheses

H01: The selected factors do not significantly influence employee job satisfaction.

H02: There is no significant association between selected demographic variables and employee job satisfaction.

6. Research Methodology

The study is descriptive in nature and aims to examine employee job satisfaction in private educational institutions in Raipur district. Primary data were collected through a structured questionnaire, while secondary data were obtained from books, journals, and published reports. Convenience sampling was used to collect responses from **100 employees** working in private educational institutions.

The collected data were analysed using Microsoft Excel. Frequency, percentage, mean, standard deviation, and one-sample t-test were used for data analysis.

Area of the Study

Raipur District, Chhattisgarh.

Sample Size

100 Employees.

Sampling Technique

Convenience Sampling.

Statistical Tools



- Frequency
- Percentage
- Mean
- Standard Deviation
- One-Sample t-test

Limitation of the Study

The study is limited to private educational institutions located in Raipur district.

7. Results and Discussion

Table 1
Demographic Profile of Respondents (N = 100)

Variables	Categories	Frequency	Percentage (%)
Gender	Male	54	54.0
	Female	46	46.0
	Total	100	100.0
Age	Below 30 Years	38	38.0
	30–45 Years	44	44.0
	Above 45 Years	18	18.0
	Total	100	100.0
Designation	Teaching	68	68.0
	Non-Teaching	32	32.0
	Total	100	100.0

Interpretation

The majority of respondents were male. Most employees belonged to the age group of 30–45 years. Teaching staff represented more than two-thirds of the respondents.

Table 2
Factors Influencing Employee Job Satisfaction

Factors	Mean	Rank
Work Environment	4.24	I
Job Security	4.05	II
Recognition	3.98	III
Salary	3.81	IV
Promotion Opportunities	3.62	V

Interpretation

Work environment was the most important factor influencing employee job satisfaction, followed by job security and recognition. Promotion opportunities received the lowest mean score, suggesting that employees were comparatively less satisfied with career advancement opportunities.

Table 3
One-Sample t-test

Test Value	Mean	t-value	p-value	Decision
3.00	3.94	9.62	<0.001	Reject H ₀



Interpretation

The results indicate that the selected factors have a statistically significant influence on employee job satisfaction among respondents working in private educational institutions.

8. Discussion

The study examined employee job satisfaction in private educational institutions in Raipur district. The findings indicated that work environment was the most important factor influencing employee job satisfaction, followed by job security and recognition. Salary and promotion opportunities also influenced job satisfaction, although employees expressed comparatively lower satisfaction regarding career advancement.

The findings are consistent with Herzberg's Two-Factor Theory, which explains that both motivational and hygiene factors influence employee satisfaction. A supportive work environment, recognition, and job security contribute to higher employee commitment and better organisational performance.

9. Conclusion

The study concludes that employees working in private educational institutions in Raipur district are generally satisfied with their jobs. However, institutions should improve promotion opportunities, employee recognition, and compensation policies to enhance overall job satisfaction. Better human resource practices may improve employee retention, motivation, and institutional performance.

10. Future Scope

Future studies may compare job satisfaction between public and private educational institutions or between teaching and non-teaching employees. Researchers may also examine the impact of leadership style, organisational culture, and work-life balance on employee job satisfaction.

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