



DEGREE OF JOB SATISFACTION OF COLLEGE TEACHERS: A PRAGMATIC STUDY IN MALWA REGION OF PUNJAB

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ABSTRACT The present study has been conducted to determine the degree of job satisfaction of college teachers in the Malwa Region of Punjab in 2023. In addition to it, this study also aims to find out job satisfaction of college teachers based on their salaries and type of organization in which they work. The sample comprised four hundred teachers of colleges in the Bathinda, Barnala, Sangrur and Mansa districts of the Malwa Region of Punjab. Job satisfaction survey developed by Spector has been used for the study. To measure degree of job satisfaction, descriptive analysis covering Mean and Standard Deviation has been used because interpretation guidelines for JSS depend on mean scores of job satisfaction. One-Way ANOVA has been used to find on job satisfaction based on salaries of respondents. An independent sample t-test has been used to find out job satisfaction based on type of organization in which college teachers work. The present study explores that college teachers of the Malwa Region of Punjab are ambivalent regarding job satisfaction. They are dissatisfied with job dimensions of pay and promotion. They are ambivalent on the points of fringe benefits, contingent rewards and operating procedures. So far as supervision, coworkers, nature of work and communication are concerned; college teachers of the Malwa Region of Punjab are satisfied. The present study also explores significant difference in the job satisfaction of college teachers in Malwa Region of Punjab in favour of those teachers who get salary more than Rs. 40,000/- p.m. The study also depicts that teachers working in Govt. Colleges/ Constituent Colleges/ Neighbourhood Campuses in Malwa Region of Punjab are more satisfied than others.

KEYWORDS : *Job Satisfaction, Malwa Region of Punjab, Pay, Promotion*

INTRODUCTION

Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences [Locke, 1976]¹. It is the perception of an employee regarding the fulfilment of needs through the job. If he feels that his job fulfils his needs, he feels satisfied. If he feels that the job does not fulfil his needs, he feels dissatisfied [Kreis & Brockopp, 1986]². Every prospective employee seeks a job in which he/she has a handsome salary, other amenities, a cordial supervisor, chances of promotion and an amiable working environment. Job satisfaction of an employee is a requirement for the survival of an organization. It is especially important in the case of teachers because if they are satisfied with their jobs, only then they can provide quality education. Quality education is a prerequisite for the sustainable development of a country.

Using empirical research, this paper explores the extent of job satisfaction among college teachers in the Malwa Region of Punjab. Four hundred college teachers have been chosen as sample from Bathinda, Barnala, Sangrur and Mansa districts in Malwa Region of Punjab. Many of the teachers were not interested in filling out the questionnaire. So convenience sampling has been applied in the study. Job satisfaction survey (JSS) developed by Spector has been used for the study. In the study, college teachers of the Malwa Region of Punjab have been ambivalent regarding job satisfaction. They are neither satisfied nor dissatisfied with their jobs. Moreover, there is significant difference in the job satisfaction of college teachers in Malwa region of Punjab based on salaries and type of organization in which they work.

Organization Of The Paper:

The researcher has divided the whole paper into 5 sections. After an introduction in the first Section, Section II describes the relevant review of the literature and draws the research gap. Section III is devoted to research methodology whereas Section IV is concerned with findings and discussions. The last section draws conclusions and recommendations.

Review of Literature

[Chandra & Madasamy, 2009]³ observed different factors influencing the job satisfaction of workers in fireworks industries in the district of Virudhunagar. Employees of six hundred and seventy-six industries were considered for observation. Items of the sample were selected randomly based on strata. The sample consisted of seven hundred and forty-nine workers. For observation, twenty-nine items were considered. It was observed that job satisfaction was not influenced by a single factor but by numerous factors. Some workers might be satisfied with their jobs due to some factors, while some other workers may be satisfied due to some other factors. Job satisfaction of a particular worker might also vary from time to time. Further, the job

satisfaction of workers also depended on the behaviour of management towards them and the type of job. Therefore, consideration of these variables must be ensured to attain a higher degree of job satisfaction for employees. [Sharma & Jyoti, 2009]⁴ sought to find out the level of job satisfaction of university teachers. A questionnaire was prepared based on the Job Descriptive Index (JDI) of Smith, Kendall & Hulin (1969). The sample consisted of one hundred and fifty teachers from the University of Jammu. Cronbach's Alpha was used for reliability purposes. Correlation, regression and ANOVA were used for results. The study explored that the degree of job satisfaction was 3.74 which was more than average on Likert Scale. The percentage of those who considered the teaching profession as an ideal profession was seventy-nine. More than ninety-five per cent of teachers were satisfied with the aspect of job security. More than half of the respondents were satisfied with the behaviour of their H.O.D. There existed a positive correlation between colleagues' attitudes and job satisfaction. A significant relation was found between pay and level of job satisfaction. [Amaladoss, 2009]⁵ conducted a study to find out the degree of job satisfaction of teachers teaching PG classes. Population covered teachers of PG classes of Chemistry in Kanyakumari District. The size of the sample was ninety-six. The study concluded that the degree of job satisfaction of those teachers was 70.79%. [Kaur, 2008; Alansari, 2011]^{6,7} observed that employees were neither fully satisfied nor fully dissatisfied with their jobs. **The studies conducted by [Srivastava, 1983; Kaur, 2015]^{8,9} with different methodologies indicated that the majority of teachers were satisfied with their jobs.**

[Hebbur, 2011]¹⁰ focused to determine the degree of job satisfaction of college teachers in Karnataka. The sample comprised four hundred teachers of undergraduate colleges in the Tumkur district. The job satisfaction scale by H.C. Ganguli (1954) and the Organizational climate scale developed by F.H. Litwin and R.A. Stringer (1968) were used for research. Chi-square test, t-test and correlation were used for finding out the results. The study indicated that the majority of college teachers covered in the sample were not satisfied with their jobs. [Siddique et al., 2002]¹¹ analyzed the level of job satisfaction of lecturer in colleges with regard to their remuneration, opportunities of promotion, amenities available, job security and their status in society. Population comprised of teachers working in the colleges of city of Faisalabad. Required information was collected from a random sample of one hundred fifty male teachers and one hundred fifty female teachers. The analysis showed that seventy percent teachers were not satisfied with their remuneration. Three fourth of the teachers in sample did not consider status of teachers to be linked with pride. The study revealed that a large number of teachers considered under sample were dissatisfied with opportunities of promotion and other amenities and perquisites available for them. [Parmer & East, 1993]¹²

investigated the job satisfaction of support staff members of libraries in Ohio. Population consisted of support staff members of 12 libraries in Ohio. A sample of four hundred and twenty two employees was taken out of population. Job Satisfaction Scale (Spector, 1985) was used for study. Results indicated that the respondents were satisfied regarding the job facets of pay, supervision, fringe benefits, coworkers and nature of work. However in context to promotion, contingent rewards, operating procedures and communication, they were dissatisfied. [Oshagbemi, 1996]¹³ attempted to identify the impact of relationships with colleagues on the degree of job satisfaction. The study was also an attempt to identify the impact of working conditions of employees on the degree of job satisfaction. To meet these objectives, data was collected from teachers of twenty-three universities in different countries. The study brought to light that teachers were satisfied with their job to a large extent. Good relationships with colleagues helped in attaining a higher level of job satisfaction. However, they were not so satisfied with the attitude of their heads. In addition to it, they were also not so satisfied with the working conditions of their institutes. They were dissatisfied with their remuneration and chances of promotion.

[Islam, 2003]¹⁴ investigated the various factors determining job satisfaction of female employees, policies of management of textile industry in Bangladesh. Sample consisted of four hundred and fifty female employees. In order to investigate the job satisfaction factors of female employees in textile industry, 36 items were considered on 7-point scale. It was found that remuneration, work importance, relationship with colleagues were the factors affecting job satisfaction directly. On the other hand, unjustified remuneration, communication gaps, assignment of work without interest, bureaucratic disputes were influencing job satisfaction inversely. [Bataneh, 2014]¹⁵ attempted to find out the degree of job satisfaction of faculty members of colleges of Education in Jordanian universities. The sample consisted of one hundred eighteen members from four universities, i.e. Jordan, Mu'tah, Yarmouk, and Hashemite. Mean, Standard deviation, t-test, and One-Way ANOVA were used for results. The study revealed that faculty members covered in the sample were moderately satisfied with their jobs. [Xiaoyan, 2016]¹⁶ analyzed the job satisfaction of teachers working in public schools in New York. JSS by Spector (1997) was used for the study. Pearson correlation analysis was used to find out the degree and direction of the relationship. When the relation of the subscale of "Operating Procedures" and job experience was considered, there was a weak to moderate negative relation (correlation coefficient=-. 0452) between the two. Out of nine sub-scales of JSS, the respondents were most satisfied regarding 'Nature of Work' and least satisfied regarding 'Operating Procedures'. [Lopez, 2018]¹⁷ focused to study the degree of job satisfaction of school teachers. A sample of three hundred teachers was derived from schools in the metropolitan region of the United States. Job satisfaction data was collected with the help of JSS (Spector, 1997). For analysis purposes, SPSS (Statistical Package for Social Science) was used. Out of nine sub-scales mentioned in JSS (Spector, 1994), the job satisfaction of teachers under consideration was maximum regarding "Coworkers" and "Nature of Work". They were least satisfied in the case of sub-scale "Operating conditions".

[Bindu, 2020]¹⁸ attempted to determine the level of job satisfaction among government and private schools teachers in Jabalpur (Madhya Pradesh). Non-experimental descriptive survey design was used for the said purpose. Thirty teachers each from government schools and private schools were chosen as a result of convenient sampling. The study revealed that teachers from government schools were more satisfied as compared to teachers from private schools. [Elsahoryi et al., 2022]¹⁹ conducted a study to assess job satisfaction of dietitians in Jordan. Sample comprised six hundred dietitians. The study concluded that majority of the dietitians were neither satisfied nor dissatisfied with their jobs. Only 10.2% dietitians were satisfied. On the other hand, 20% of the dietitians were dissatisfied at work. Dietitians having more salary were more satisfied with their jobs as compared to others. [Sahibzada & Khawrin, 2023]²⁰ observed the impact of salary on job satisfaction for academic staff, specifically for lecturers at Paktia University. A convenience sample technique was used to conduct a survey of 60 lecturers in the Afghan province of Paktia utilizing an online Google Form. The study revealed that implementation of the improved payment system at Paktia University has resulted into improved job satisfaction among the university's lecturers.

Research Gap

After reviewing some prominent national and international studies, it has been concluded that very few studies have been conducted

regarding the job satisfaction of college teachers. In India, particularly in the Malwa Region of Punjab, no study has been conducted on college teachers' job satisfaction. So the present study has focused on the degree of job satisfaction of college teachers in the Malwa Region of Punjab.

Research Questions

The present study will investigate the following questions:

- a) Degree of job satisfaction of college teachers in the Malwa Region of Punjab
- b) Job dimensions which contribute to the satisfaction of college teachers in the Malwa Region of Punjab
- c) Job dimensions resulting in dissatisfaction among college teachers in the Malwa Region of Punjab
- d) Job satisfaction according to salary
- e) Job satisfaction according to the type of organization in which they work

Objectives Of Study

- To determine the degree of Job satisfaction among college teachers in the Malwa Region of Punjab
- To explore job dimensions which contribute to the satisfaction of college teachers in the Malwa Region of Punjab
- To identify the job dimensions resulting in dissatisfaction among college teachers in the Malwa Region of Punjab
- To find out difference in the difference in job satisfaction of college teachers of the Malwa Region of Punjab based on their salaries.
- To reveal difference in job satisfaction of college teachers of the Malwa Region of Punjab based on the type of organization in which they work.

Hypotheses Of Study

- H₀1: There is no significant difference in the job satisfaction of college teachers in the Malwa Region of Punjab based on salaries.
- H₀2: There is no significant difference in the job satisfaction of college teachers in the Malwa Region of Punjab based on the type of organization in which they work.

Research Methodology

Research Design

Analytical research design has been used for the present study.

Sample Size

The sample for the present study comprised 400 college teachers from the Bathinda, Barnala, Sangrur and Mansa districts of the Malwa Region of Punjab.

Data Collection

The present study used primary information collected from teachers of various colleges.

Statistical Tools

- One –Way ANOVA has been used to test the hypothesis based on the salaries of respondents.
- Independent sample t-test has been applied to test the hypothesis based on type of organization in which they work.

Instrument Used

Job satisfaction survey (JSS) developed by [Spector, 1997]²¹ has been used for the present study.

Demographic Profile:

Monthly Salary Of Respondents:

The salary of teachers may influence their level of job satisfaction. Table 1 represents the classification of respondents based on their monthly salary.

Table 1: Monthly Salary Of Respondents

Monthly Salary	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Upto Rs. 20,000/-	246	246	61.5	61.5
Rs. 20,001 to Rs. 40,000/-	100	346	25.0	86.5
Above Rs. 40,000/-	54	400	13.5	100.0
Total	400		100.0	

Source: Primary Field Survey Conducted in January 2023 in the Malwa Region of Punjab

Table 1 shows that 61.5 per cent respondents are getting monthly salaries upto Rs. 20,000/-, 25.0 per cent respondents are getting salaries in the range of Rs. 20,001 to Rs. 40,000/- while 13.5 percent respondents are getting a salary above Rs. 40,000/-. Thus the majority of respondents get a salary up to Rs. 40,000/-.

Type of Organization of Respondents:

Organization type in which the teachers work may have influence on their satisfaction level. Table 2 and figure 2 show classification of respondents on the basis of the organization type in which they work.

Table 2: Organization Type Of Respondents

Organization Type	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Govt. Colleges/ Constituent Colleges/ Neighbourhood Campuses	72	72	18.0	18.0
Private Aided Colleges/ Self-Financed Colleges	328	400	82.0	100.0
Total	400		100.0	

Source: Same as Table 1

Table 2 depicts that 18.0 per cent of respondents are in Government colleges/ Constituent Colleges/ Neighbourhood Colleges whereas 82.0 per cent of respondents are in Private Aided Colleges/ Self-Financed Colleges. Thus, the majority of the respondents are in Private Aided Colleges/ Self-Financed Colleges.

RESULTS AND DISCUSSION:

Measurement of Degree of Job Satisfaction and Various Job Dimensions: To measure the degree of job satisfaction of college teachers in the Malwa Region of Punjab, the Job Satisfaction Survey (JSS) of Spector (1997) has been applied in the present study. The degree of satisfaction regarding various sub-scales depends on the following ranges [Spector, 2007]²².

- Mean scores (Range 4–12) Dissatisfaction
- Mean scores (Range 12-16) Ambivalence
- Mean scores (Range 16-24) Satisfaction

Table 3: Mean Scores, Range And Standard Deviation For The Sub-scales Of JSS

Sr. No.	Sub-scale	Mean	Range	Standard Deviation
1	Pay	11.53 (Most Dissatisfied)	4-12	4.744
2	Promotion	11.65 (Dissatisfied)	4-12	4.822
3	Supervision	19.26 (Satisfied)	16-24	5.260
4	Fringe Benefits	12.70 (Ambivalent)	12-16	4.210
5	Contingent Rewards	15.38 (Ambivalent)	12-16	4.832
6	Operating Procedures	13.97 (Ambivalent)	12-16	4.354
7	Coworkers	19.33 (Most Satisfied)	16-24	4.034
8	Nature of Work	17.37 (Satisfied)	16-24	5.408
9	Communication	16.60 (Satisfied)	16-24	4.805

Source: Same as Table 1

Table 3 shows data regarding mean scores, range and standard deviation for the nine-sub-scales of job satisfaction as per Spector's JSS. The sample size is four hundred college teachers from the Malwa Region of Punjab. Table 3 shows that college teachers of the Malwa Region of Punjab are most dissatisfied regarding the job dimension of PAY and most satisfied with the job dimension of COWORKERS. They are dissatisfied with the job dimension of PROMOTION. However, they are dissatisfied with the job dimensions of SUPERVISION, NATURE OF WORK and COMMUNICATION. They are ambivalent with the job dimensions of FRINGE BENEFITS, CONTINGENT REWARDS and OPERATING PROCEDURES.

Results of Other Studies Regarding Various Job Dimensions:

A similar study relating to the level of Job satisfaction was conducted by Coleen & Dennis (1993) to find out job satisfaction among support staff in twelve Ohio Academic Libraries. In that case, maximum mean scores were in sub-scale SUPERVISION. Slightly lower mean scores

were in the case of sub-scale COWORKERS. However, in that case, the lowest mean scores were in the case of sub-scale PROMOTION followed by sub-scale CONTINGENT REWARDS. The study by Bataneh (2014) revealed that respondents gave the first rank (most satisfied) to 'Relation with colleagues' and the last rank to 'Salary and Promotion'. In a study conducted by Xiaoyan (2016), the respondents were most satisfied with the 'Nature of Work' and were least satisfied with 'Operating Procedures'. The study conducted by Lopez (2018) to measure job satisfaction exposed that respondents were satisfied to the maximum extent regarding 'Coworkers' and 'Nature of Work' and were least satisfied with subscale 'Operating Procedures'.

Job satisfaction (Overall) of college teachers in Malwa Region of Punjab has been depicted in Table 4.

Table 4: Job Satisfaction (Overall)

	Minimum	Maximum	Mean	Std. Deviation
Job Satisfaction (Overall)	80	195	137.78	22.593

Source: Same as Table 1

Table 4 shows the minimum scores and maximum scores given by four hundred respondents regarding job satisfaction (overall). This table also shows mean scores of job satisfaction (Overall) along with standard deviation. The degree of satisfaction regarding job satisfaction (overall) depends on the following ranges [Spector, 2007]²².

- Mean score between 36-108 Dissatisfaction
- Mean score between 108-144 Ambivalence
- Mean score between 144-216 Satisfaction

Table 4 shows that the mean scores of Job Satisfaction are 137.78. It depicts that college teachers of the Malwa Region of Punjab are ambivalent regarding job satisfaction. They are neither dissatisfied with their jobs nor satisfied with their jobs.

Results Of Other Studies Regarding Job Satisfaction (Overall):

The results of the present study were in line with studies by Husain (2011) and Kaur, (2008), the respondents were neither dissatisfied nor satisfied with their jobs. However, in studies by Srivastava (1983), Oshagbemi (1996) and Kaur (2015), the majority of teachers were satisfied with their jobs. Results of the study by Hebbur (2011) revealed that the majority of college teachers covered in the sample were not satisfied with their jobs.

Table 5: Monthly Salary Of College Teachers Of Malwa Region Of Punjab

Monthly Salary	N	Mean	Std. Deviation
Upto Rs. 20,000/-	246	135.05	23.034
Rs. 20,001 to Rs. 40,000	100	136.05	19.319
Above Rs. 40,000/-	54	153.43	20.076
Total	400	137.78	22.593

Source: Same as Table 1

Table 5 shows that 246 respondents are getting monthly salaries up to Rs. 20,000/- with Mean scores of job satisfaction=135.05 and Standard Deviation=23.034. Respondents getting monthly salary in the range of Rs. 20,001/- to Rs. 40,000/- are 100 with Mean= 136.05 and Standard Deviation=19.319. Respondents getting monthly salary above Rs. 40,000/- are 54 with Mean scores of job satisfaction=153.43 and Standard Deviation=20.076.

Table 6: Test Of Homogeneity Of Variances For Salary Of Respondents

Levene's Statistic	df ₁	df ₂	Sig.
2.740	2	397	.066

Source: Same as Table 1

Table 7: One-Way ANOVA For Salary Of Respondents

	Sum of Squares	Degree of Freedom	Mean Square	F	Sig.
Between Groups	15353.272	2	7676.636	16.184	.000
Within Groups	188305.368	397	474.321		
Total	203658.640	399			

Source: Same as Table 1

F(2, 397)=16.184, p-value=0.000 < 0.05

In Table 6, the Levene test has been applied for testing equality of variances in the responses of respondents of 3 groups. As the P-value (0.066) is more than 0.05, it means that there is homogeneity of variances.

Table 7 indicates the results of One –Way ANOVA for salary of respondents. In this table, F-value is 16.184 and the corresponding p-value is .000 which is less than .05 (i.e. 5% level of significance).

It means that Null Hypothesis is rejected. Rejection of Null hypothesis means that there is significant difference in the job satisfaction of college teachers in Malwa region on the basis of their Salary.

Rejection of the Null Hypothesis means that at least one of the groups of Independent variable differs significantly from the rest in their mean scores. For the detailed analysis, Paired Comparison has been conducted by Post-hoc Analysis. The choice of method for Post-hoc analysis depends on the assumption of equality or non-equality of variances. In the present study, there is homogeneity of variance as indicated by table 7. There is a number of methods for Post-hoc analysis when equal variances are assumed like LSD, S-N-K, Waller-Duncan and many more out of which Tukey's Method is the most commonly reported statistic in research.

Table 8: Post Hoc Multiple Comparisons By Tukey's Method For Salary Of Respondents

Monthly Salary (I)	Monthly Salary (J)	Mean Difference (I-J)	Std. Error	Sig.
Upto Rs. 20,000/-	Rs. 20,001 to Rs. 40,000/-	-1.001	2.583	.921
	Above Rs. 40,000/-	-18.377 [*]	3.273	.000
Rs. 20,001 to Rs. 40,000/-	Upto Rs. 20,000/-	1.001	2.583	.921
	Above Rs. 40,000/-	-17.376 [*]	3.678	.000
Above Rs. 40,000/-	Upto Rs. 20,000/-	18.377 [*]	3.273	.000
	Rs. 20,001 to Rs. 40,000/-	17.376 [*]	3.678	.000

Source: Same as Table 1

Table 8 depicts (at 5% significance level) that

- There is no significant difference between the job satisfaction of groups of respondents getting monthly salaries of upto Rs. 20,000/- and those getting monthly salaries in the range of Rs. 20,001 to Rs. 40,000/- as the p-value is 0.921 (more than 0.05).
- There is a significant difference between the job satisfaction of groups of respondents getting a monthly salary of up to Rs. 20,000/- and those getting a monthly salary of above Rs. 40,000/- as the p-value is 0.000 (less than 0.05).
- There is a significant difference between job satisfaction of groups of respondents getting monthly salary in the range of Rs. 20,001 to Rs. 40,000/- or those getting a monthly salary of above Rs. 40,000/- as the p-value is 0.000 (less than 0.05).

In nutshell, group of respondents who get monthly salary of above Rs. 40,000/- differs significantly from the rest of the groups in their mean scores. In the case of this group, the mean scores are highest i.e., 153.43 as indicated by Table 8. It indicates that college teachers of the Malwa region who get monthly salary of above Rs. 40,000/- are more satisfied as compared to other groups. A high salary will enable them to fulfill their material requirements easily. That may be the reason for their being more satisfied than others.

Table 9: Descriptive Statistics For Type Of Organization Of Respondents

Type of Organization	N	Mean	Std. Deviation
Govt. Colleges/ Constituent Colleges/ Neighbourhood Campuses	72	142.58	21.813
Private Aided Colleges/ Self-Financed Colleges	328	136.73	22.656
Total	400		

Source: Same as Table 1

Table 9 shows that in the present study, 72 respondents are working in

Govt. Colleges/ Constituent Colleges/ Neighbourhood Campuses with Mean scores of job satisfaction=142.58 and Standard Deviation=21.813 whereas 328 respondents are in Private Aided Colleges/Self-Financed Colleges with Mean scores of job satisfaction=136.73 and Standard Deviation= 22.656.

Table 10: Levene's Test, T-test Value And Significance Level For College Teachers In Malwa Region Of Punjab As Per Their Organization Type

	Levene's Test for Equality of Variances		t-test for Equality of Means		
	F	Sig.	t	Degree of Freedom	Sig. (2-tailed)
Equal Variances Assumed	.070	.791	2.000	398	.046
Equal Variances Not Assumed			2.049	107.301	.043

Source: Same as Table 1

In Table 10, Levene's test has been applied for testing the equality of variances in the responses of respondents based on their organization's type. In this case, p-value 0.791 is more than 0.05; it means that there is homogeneity of variances in the responses.

Since there is homogeneity of variances, the t-statistic for equality of variances has been considered to find out the difference in the job satisfaction of college teachers in the Malwa region based on their organization's type. Table 10 shows a 't' statistic of 2.000 with a degree of freedom=398. The two-tailed p-value is 0.046 which is less than 0.05 (i.e. 5% level of significance). It indicates that Null Hypothesis is rejected at a 5% level of significance which means that there is a significant difference in job satisfaction of college teachers in the Malwa region based on their organization's type. In the case of teachers working in Govt. Colleges/ Constituent Colleges/ Neighbourhood Campuses, the mean score of job satisfaction are 142.58 (as shown by Table 9) which is more in comparison to the mean scores of job satisfaction of teachers working in Private Aided Colleges/Private Self-Financed Colleges in Malwa Region of Punjab. It indicates that teachers working in Govt. Colleges/ Constituent Colleges/ Neighbourhood Campuses are more satisfied than others.

Jobs in Govt. College/Constituent College/Neighbourhood Campus lead to more salary and more benefits. Moreover, these jobs result in a better & financially safe future. These are the reasons for their being more satisfied as compared to others. In aided colleges, only a few teachers are on aided posts. Others are working on unaided posts in aided colleges. Though some aided posts are vacant in these colleges, they are not getting filled. Teachers working on these unaided posts are no better than teachers working in self-financed colleges. Here and there, new self-financed colleges under private management are being opened. Their only motive is to generate more profits just like a business. Teachers in these colleges have more workload but their salaries are very low. The findings that Govt. college teachers are more satisfied are in line with the study conducted by Kaur (2015) titled 'Job Satisfaction of College Teachers of Punjab with Respect to Their Personal, Professional and Organizational Characteristics'. However, the results do not match with the study conducted by [Panda et al., 1996].

Emerging Issues:

- Job satisfaction (overall) consists of 9 subscales. Out of these subscales, they are satisfied regarding the dimension of coworkers, supervision, nature of work and communication.
- Profile of respondents shows that majority of the respondents are getting salary up to Rs. 40,000. Even then the respondents are not dissatisfied. They are ambivalent. The reason for their being ambivalent regarding job satisfaction may be that job satisfaction does not depend only on salary. As they are satisfied regarding the dimension of coworkers, supervision, nature of work and communication, the combined impact of all the nine sub-scales is therefore ambivalence.

Future Areas of Research:

- University-wise comparative study of the degree of job satisfaction can be done at the Punjab level.
- A comparative study of job satisfaction of college teachers in the

Pre-COVID era and Post-COVID era can be conducted.

- A comparative study of the job satisfaction of college teachers and bankers can be undertaken in the Malwa region of Punjab.

Recommendations:

In earlier times, teachers were considered as Gurus. People felt dignified in working as teachers. However, nowadays, it is the least-paid job. The youth of today does not like to be teachers because their salary would not be sufficient to meet their expenses. Even if they get a job as a teacher in a private college or unaided post, they try to crack competitive exams in the desire of a well-off future. They prefer to become government teachers. But the number of vacancies in government colleges is limited as compared to demand. How can somebody think of quality education in such circumstances? We can say that the management of private colleges does not understand the merciful position of a teacher. In the greed of making more and more profits from the private colleges, they exploit the teachers. Due to widespread unemployment, teachers have to bear all this. Managements of private colleges should pay decent salaries to teachers so that they get motivated to perform better. Moreover, it is the responsibility of the Government to conduct surveys and get feedback from college teachers regularly. In case of low feedback, affiliation of private colleges should be cancelled. It will act as a check on the management of private colleges.

CONCLUSION

The present study explores that college teachers in the Malwa Region of Punjab are ambivalent regarding job satisfaction. They are neither dissatisfied with their jobs nor satisfied with their jobs. As far as various job dimensions are concerned, in the case of pay and promotion, college teachers in the Malwa Region of Punjab are dissatisfied. They are ambivalent on the points of fringe benefits, contingent rewards and operating procedures. So far as supervision, coworkers, nature of work and communication are concerned; college teachers of the Malwa Region of Punjab are satisfied.

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