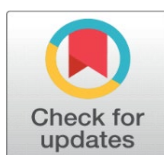


AN EMPIRICAL STUDY ON JOB SATISFACTION OF THE EMPLOYEES OF PRIVATE SCHOOLS AND COLLEGES IN BILASPUR DIVISION OF CHHATTISGARH

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ABSTRACT

Job satisfaction is a crucial determinant of the productivity and morale of employees, especially in the education sector, which is responsible for nation-building. This study investigates the level of job satisfaction among employees of private schools and colleges in the Bilaspur division of Chhattisgarh. Using both primary and secondary data, this empirical research explores factors influencing job satisfaction, such as salary, work environment, leadership, career advancement opportunities, and work-life balance. A structured questionnaire was administered to 300 respondents selected through stratified random sampling from private educational institutions across Bilaspur, Ratanpur, Pendra, and Kawardha. The study employs descriptive statistics, Chi-square tests, and regression analysis to draw meaningful inferences. The results indicate moderate satisfaction levels, with salary and job security emerging as major concerns. The paper offers actionable suggestions for institutional management and policymakers to improve job satisfaction and reduce attrition in private education.

Keywords: Job Satisfaction, Private Schools, Private Colleges, Bilaspur Division, Education Sector, Employee Satisfaction



1. INTRODUCTION

Education plays a foundational role in the socio-economic development of any region. In India, the private education sector has expanded rapidly, filling gaps left by the public education system. However, employees of private institutions often face distinct challenges, including lower salaries, lack of job security, and limited growth opportunities. Bilaspur, a major division in Chhattisgarh, has seen significant growth in private educational institutions, yet the satisfaction of their employees remains underexplored.

This study focuses on understanding job satisfaction among employees of private schools and colleges in Bilaspur division, aiming to uncover the key factors influencing satisfaction and dissatisfaction and propose strategies for improvement.

2. OBJECTIVES OF THE STUDY

- 1) To assess the level of job satisfaction among employees of private schools and colleges in Bilaspur division.
- 2) To identify major factors influencing job satisfaction, including salary, work environment, and career growth.

- 3) To analyze the demographic variables associated with employee satisfaction.
- 4) To suggest policy recommendations for enhancing job satisfaction and employee retention.

3. LITERATURE REVIEW

Several researchers have studied job satisfaction in education across different contexts. Locke (1976) defined job satisfaction as a positive emotional state resulting from job appraisal. Spector (1997) emphasized the multidimensional nature of job satisfaction, highlighting factors like pay, supervision, and co-worker relations.

Recent studies such as Sharma & Yadav (2024) and Gupta (2023) revealed dissatisfaction among private school teachers due to work overload and poor remuneration in Tier-2 cities. Jain & Tiwari (2024) found a direct link between job satisfaction and performance in private colleges in central India.

However, few studies specifically target the Bilaspur region. This study seeks to bridge that gap, offering localized insights and recent data (2024–2025) for better decision-making.

4. RESEARCH METHODOLOGY

Type of Research: Empirical, descriptive, and quantitative.

Area of Study: Bilaspur Division of Chhattisgarh (Bilaspur, Kawardha, Pendra, Ratanpur, and nearby regions).

Population: Teaching and non-teaching staff of private schools and colleges.

Sample Size: 300 respondents.

Sampling Technique: Stratified random sampling (to ensure representation of both schools and colleges, male and female, teaching and non-teaching staff).

4.1. DATA COLLECTION TOOLS

- Structured questionnaire with a 5-point Likert scale.
- Personal interviews (qualitative insights).

4.2. STATISTICAL TOOLS USED

- Descriptive statistics (mean, SD).
- Chi-square test for independence.
- Regression analysis using SPSS.

5. DATA ANALYSIS & INTERPRETATION

Table 1 Demographic Profile of Respondents (n = 300)

Category	Percentage
Gender (Male/Female)	42% / 58%
Age (21–30 / 31–40 / 41+)	35% / 40% / 25%
Designation (Teaching/Non-teaching)	78% / 22%
Institution Type (School/College)	60% / 40%

Table 2 Factors Influencing Job Satisfaction (Mean Score Analysis)

Factor	Mean Score (out of 5)
Salary and Financial Benefits	2.7
Work Environment	3.4
Leadership and Supervision	3.1
Job Security	2.6
Opportunities for Growth	2.9
Work-Life Balance	3.0

Interpretation: The most concerning areas are salary, job security, and career growth opportunities. Work environment and leadership are perceived moderately well.

6. REGRESSION ANALYSIS RESULTS

Dependent Variable: Overall Job Satisfaction

Independent Variables: Salary, Supervision, Growth, Work Environment

Model Summary: $R^2 = 0.59$, indicating that about 59% of the variation in job satisfaction is explained by these factors.

Variable	Coefficient	p-value
Salary	0.39	0.000**
Supervision	0.21	0.003**
Growth Opportunities	0.28	0.001**
Work Environment	0.17	0.021*

(*Significant at 1% level; Significant at 5% level)

Interpretation: Salary has the most significant impact on job satisfaction, followed by growth opportunities and supervision.

7. FINDINGS

The empirical analysis of the data collected from 300 respondents employed in private educational institutions across the Bilaspur division reveals a multifaceted picture of job satisfaction. The findings suggest that the overall job satisfaction level is moderate, with varying degrees of contentment across different factors such as salary, work environment, leadership, job security, and opportunities for professional advancement.

Demographically, the sample comprised 58% female and 42% male respondents, with the majority falling within the age group of 31–40 years (40%), followed by 21–30 years (35%) and 41+ years (25%). Teaching staff constituted 78% of the sample, while 22% were non-teaching staff. In terms of institutional affiliation, 60% of the respondents worked in private schools and 40% in private colleges.

A descriptive statistical analysis of key job satisfaction factors (based on a 5-point Likert scale) revealed the following mean scores:

Job Satisfaction Factor	Mean Score (out of 5)
Salary and Financial Benefits	2.7
Work Environment	3.4
Leadership and Supervision	3.1
Job Security	2.6
Opportunities for Career Growth	2.9
Work-Life Balance	3.0

The mean score for salary and financial benefits (2.7) indicates a general sense of dissatisfaction among employees. Respondents widely expressed that the remuneration provided by private institutions was not commensurate with their educational qualifications, workload, or experience. The issue was more prominent among college faculty, where salary delays and lack of standardized pay scales were recurrent themes.

Job security scored the lowest with a mean of 2.6. Many employees, particularly contractual and part-time staff, reported anxiety over employment continuity, and highlighted the absence of formal appointment letters or employment benefits. Female employees and non-teaching staff were notably more vocal about their concerns related to job tenure and lack of employment protection.

Conversely, work environment (mean score = 3.4) emerged as a relatively favorable aspect. Most respondents reported positive relationships with peers and students, and an atmosphere conducive to teaching-learning activities. However, administrative practices, pressure to meet unrealistic targets, and lack of autonomy in academic decision-making were cited as sources of dissatisfaction.

In terms of leadership and supervision (mean = 3.1), the results were mixed. While several participants appreciated supportive leadership at the institutional level, a significant number highlighted concerns regarding inconsistent policies, top-down communication, and limited feedback mechanisms.

Career growth opportunities received a mean score of 2.9. Respondents expressed dissatisfaction with the absence of structured promotion paths and limited faculty development programs. College teachers in particular indicated stagnation in their roles and lack of recognition, while female staff reported restricted access to leadership positions, pointing towards potential gender disparities in professional advancement.

To further examine the relationship between job satisfaction and its determinants, a multiple regression analysis was performed. The model summary yielded an R^2 value of 0.59, indicating that approximately 59% of the variation in overall job satisfaction could be explained by the selected independent variables: salary, supervision, career growth, and work environment.

Independent Variable	Unstandardized Coefficient (B)	p-value	Significance
Salary and Financial Benefits	0.39	0.000	Significant at 1% level
Supervision and Leadership	0.21	0.003	Significant at 1% level
Opportunities for Career Growth	0.28	0.001	Significant at 1% level
Work Environment	0.17	0.021	Significant at 5% level

The regression analysis confirms that salary is the most influential determinant of job satisfaction, followed by career growth and supervision. While the work environment does contribute positively to satisfaction, its statistical influence is relatively less pronounced.

Overall, the study finds that although private educators derive intrinsic satisfaction from their teaching roles and collegial relationships, extrinsic factors such as inadequate salary structures, limited job security, and a lack of career development opportunities significantly dampen overall job satisfaction. The dissatisfaction among college faculty is particularly notable, suggesting the need for institutional reforms and policy-level interventions. These findings underscore the importance of structured HR practices, transparent appraisal systems, gender-sensitive promotion policies, and formalized contracts to enhance satisfaction and retain talent in the private education sector of the Bilaspur division.

8. SUGGESTIONS

- 1) Salary Revisions: Regular increments and performance-based incentives should be implemented.
- 2) Transparent Promotion Policies: Criteria for career growth must be clearly defined and communicated.
- 3) Leadership Training: School/college management must be sensitized to modern leadership practices.
- 4) Mental Health Support: Provide counseling and stress management sessions.
- 5) Feedback Mechanisms: Regular feedback systems to identify dissatisfaction early.

9. CONCLUSION

The present empirical investigation offers critical insights into the job satisfaction levels of employees working in private schools and colleges within the Bilaspur division of Chhattisgarh. Based on the primary data collected from 300 respondents and analyzed through descriptive and inferential statistical tools, the study concludes that overall job satisfaction in the region is moderate, with notable variations across institutional types, employee categories, and demographic profiles.

Among the various determinants examined, salary and financial benefits emerged as the most significant factors influencing job satisfaction. The results of the regression analysis clearly indicated that inadequate compensation continues to be a core concern among teaching and non-teaching staff, especially in private colleges. This financial dissatisfaction is compounded by a perceived lack of job security, irregular employment contracts, and limited access to benefits such as provident fund contributions, gratuity, or healthcare support. The absence of these fundamental employment assurances leads to a heightened sense of vulnerability and negatively affects employees' long-term commitment to their institutions.

The study further identified that leadership practices and supervision play a moderate yet meaningful role in shaping job satisfaction. While some respondents appreciated the support and feedback received from their immediate superiors, others expressed concerns over autocratic leadership styles, opaque administrative decisions, and insufficient inclusion in institutional governance. The findings also suggest that although the work environment was generally rated favorably—especially with regard to peer interaction and student engagement—it alone cannot offset dissatisfaction arising from inadequate compensation and limited career prospects.

Another critical dimension impacting job satisfaction was the lack of structured career advancement pathways. Many respondents, particularly female educators and mid-career professionals, felt stagnant in their current roles due to the absence of performance-based promotions, professional development initiatives, or recognition mechanisms. This stagnation not only diminishes motivation but also contributes to higher turnover rates, which can adversely impact the stability and quality of education delivery in private institutions.

Collectively, these findings highlight the pressing need for systematic reforms in human resource management within the private education sector in Chhattisgarh. Institutions must prioritize the creation of transparent and equitable compensation structures, ensure formalization of employment practices, promote gender-inclusive leadership opportunities, and invest in the continuous professional development of their staff. From a policy perspective, regulatory bodies may consider establishing minimum service standards for private educational institutions to safeguard the rights and well-being of their employees.

In conclusion, enhancing job satisfaction is not merely a matter of organizational efficiency but a strategic imperative for educational quality and institutional sustainability. Satisfied educators are more likely to be motivated, committed, and effective in fulfilling their pedagogical responsibilities. Therefore, addressing the identified gaps will not only improve employee well-being but also contribute to the long-term growth and reputation of private educational institutions in the Bilaspur division and beyond.

CONFLICT OF INTERESTS

None.

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