

Comparative Analysis of Job Satisfaction Among Higher Education Employees of Neemuch and Mandsaur District

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Abstract: Job satisfaction among higher education employees plays a crucial role in determining the quality of teaching, institutional effectiveness, and overall academic development. This article presents a comparative analysis of job satisfaction levels among employees working in higher education institutions of Neemuch and Mandsaur districts. The study examines key dimensions such as job security, salary and benefits, work-life balance, working conditions, academic freedom, promotional opportunities, and interpersonal relationships at the workplace. Data were collected from employees of both government and private colleges using a structured questionnaire and personal interactions. The findings reveal noticeable differences in satisfaction levels across districts and types of institutions, with government college employees reporting higher satisfaction in terms of job security and stability, while private college employees showing better satisfaction in performance-based recognition and administrative flexibility. However, concerns related to workload, limited growth opportunities, and stress were common across both districts. The article highlights the need for policy-level interventions, improved human resource practices, and balanced work environments to enhance job satisfaction among higher education employees. Strengthening employee satisfaction is essential for improving academic standards and ensuring sustainable development of higher education in the region.

Keywords: Job Satisfaction; Higher Education Employees; Work-Life Balance; Job Security; Academic Environment.

Introduction - Higher education institutions are central to the intellectual, social, and economic advancement of society. The quality and effectiveness of these institutions depend on the people who work within them. Teaching and non-teaching employees contribute not only to knowledge dissemination but also to shaping students' attitudes, skills, and professional values. In this context, the level of job satisfaction among higher education employees becomes a crucial factor influencing institutional efficiency, academic standards, and long-term sustainability.

Job satisfaction can be understood as an employee's overall perception and emotional response towards their job and work environment. It is influenced by a combination of organizational, professional, and personal factors such as salary structure, job security, workload, working conditions, opportunities for growth, recognition, work-life balance, and interpersonal relationships. In higher education institutions, job satisfaction assumes special importance due to the demanding nature of academic responsibilities, expectations of continuous professional development, and increasing administrative pressures.

In India, the higher education sector has expanded significantly in recent years, with a noticeable rise in the number of private institutions alongside government-funded colleges. While this expansion has improved access to education, it has also introduced disparities in employment conditions. Government college employees benefit from stable employment, fixed pay scales, and well-defined service rules, whereas private college employees often work under performance-driven systems with comparatively limited job security and varied compensation structures. These differences can have a direct impact on employees' motivation, commitment, and overall job satisfaction.

At the district level, Neemuch and Mandsaur represent important educational regions in Madhya Pradesh, with a growing number of higher education institutions offering diverse academic programmes. Despite similarities in their socio-economic and cultural backgrounds, institutions in these districts may differ in terms of management practices, infrastructure, administrative support, and availability of resources. Such variations can influence employees' work experiences and satisfaction levels. However, limited

empirical research has been conducted to systematically examine and compare job satisfaction among higher education employees at this regional level.

A comparative study of job satisfaction among higher education employees in Neemuch and Mandsaur districts is therefore timely and significant. Understanding differences and similarities across districts and between government and private colleges can help identify key factors affecting employee satisfaction. It also enables institutions to recognize common challenges such as workload pressure, stress, and limited career progression, which may affect both academic and administrative staff. The present study aims to analyse and compare job satisfaction levels among higher education employees in the Neemuch and Mandsaur districts by examining major dimensions including job security, salary and benefits, working conditions, work-life balance, academic freedom, promotional opportunities, and interpersonal relations. By using appropriate statistical tools, the study seeks to provide meaningful insights that can support institutional decision-making and policy formulation. Improving job satisfaction among higher education employees is essential not only for employee well-being but also for enhancing the overall quality and effectiveness of higher education in the region.

Objectives of the Study: The main objective of the paper is to examine and compare the level of job satisfaction among higher education employees in Neemuch and Mandsaur districts.

Research Hypotheses

H_{01} : There is no significant difference in the level of job satisfaction among higher education employees of Neemuch and Mandsaur districts.

Literature Review

Aziri (2011) provides a comprehensive review of job satisfaction, synthesizing definitions, determinants, and theoretical frameworks that explain employee contentment in the workplace. The review highlights key factors influencing job satisfaction, including the nature of work, compensation, career advancement opportunities, management style, interpersonal relationships, and work conditions. Aziri emphasizes that employee satisfaction is not merely a result of material rewards but is also shaped by social and psychological factors, such as recognition, supportive supervision, and alignment between personal values and organizational goals. By collating evidence from multiple empirical studies, the review demonstrates that when organizations attend to these factors, employees tend to exhibit higher motivation, greater engagement, and improved organizational performance. This work underscores the multidimensional nature of job satisfaction and provides a foundational framework for subsequent research exploring interventions to enhance employee well-being and productivity.

Research Methodology

Research Design: The study adopts a comparative mixed-

method research design to examine job satisfaction among higher education employees in Neemuch and Mandsaur districts. A quantitative approach was used to measure job satisfaction across key dimensions, while qualitative methods were employed to gain deeper insights into employees' perceptions and workplace experiences. This design enabled triangulation of data and strengthened the reliability of the findings.

Area of the Study: The research was conducted in the Neemuch and Mandsaur districts of Madhya Pradesh. These districts were selected due to the presence of both government and private higher education institutions and their similar socio-economic and educational contexts, making them suitable for comparative analysis.

Population and Sample: The population of the study comprised academic and non-academic employees working in government and private higher education institutions in the selected districts. A purposive stratified sampling technique was employed to ensure representation from both districts, institutional types, and employee categories. The final sample consisted of 200 respondents, with 100 employees drawn from each district.

Sources of Data: Both primary and secondary sources of data were utilized in the study. Primary data were collected through a structured questionnaire and semi-structured interviews, while secondary data were obtained from books, research journals, government reports, institutional documents, and relevant online sources to support the conceptual framework.

Research Instruments: The primary research instrument was a structured questionnaire developed based on relevant literature and the objectives of the study. It measured major dimensions of job satisfaction, including job security, salary and compensation, work-life balance, academic freedom, and work environment, using a five-point Likert scale. In addition, semi-structured interviews were conducted with selected respondents to explore issues related to institutional policies, workload, recognition, and professional challenges.

Data Collection Procedure: Data collection was carried out in two stages. Questionnaires were administered both physically and electronically, and respondents were assured of confidentiality and anonymity to encourage honest responses. Follow-up interviews were conducted after obtaining informed consent, and the responses were recorded and transcribed for analysis. Each statement was measured using a five-point Likert scale, where respondents indicated their level of agreement or disagreement with each statement. The response categories were standardized as follows:

- 1 = Strongly Agree
- 2 = Agree
- 3 = Neutral
- 4 = Disagree
- 5 = Strongly Disagree

Reliability and Validity: The reliability of the questionnaire was assessed using Cronbach's alpha, which yielded a value of 0.72, indicating acceptable internal consistency. Validity was ensured through expert review, pilot testing, and alignment of the research instruments with established theoretical frameworks related to job satisfaction.

Data Analysis Techniques: Quantitative data were analysed using descriptive statistics such as mean, standard deviation, frequencies, and percentages. Inferential statistical techniques, including Independent Samples t-test and Mann-Whitney U test, were applied to examine differences between groups, while Pearson's correlation was used to assess relationships among job satisfaction dimensions. Qualitative data from interviews were analysed using thematic analysis. Hypotheses were tested at a 5% level of significance.

Ethical Considerations: Ethical principles were strictly followed throughout the study. Informed consent was obtained from all participants, participation was voluntary, and confidentiality and anonymity were ensured. Data were stored securely, and findings were reported accurately and responsibly.

Data Analysis and Interpretation: This section presents the analysis and interpretation of data related to job satisfaction among higher education employees in the Neemuch and Mandsaur districts. The analysis focuses on identifying district-wise differences in job satisfaction levels among employees working in higher education institutions. Using statistical techniques, the study examines how geographical location influences employees' perceptions of salary satisfaction, job security, workload management, academic freedom, work-life balance, and overall job satisfaction. Descriptive and inferential analyses, including t-tests and Mann-Whitney U tests, are employed to compare responses from the two districts and to highlight similarities and differences in job satisfaction patterns between Neemuch and Mandsaur.

Computation of Individual Scores: For each respondent, individual scores were computed for each dimension of job satisfaction to facilitate meaningful analysis at both the domain-specific and overall levels. Specifically, all items corresponding to a particular dimension such as salary satisfaction, job security, workload management, work-life balance, and academic freedom were aggregated by calculating the mean score of the items within that domain. This averaging approach not only standardized the measurement across respondents but also produced a composite score that reliably reflected the respondent's overall perception of satisfaction within each category. By consolidating multiple item responses into a single score for each domain, comparability was enhanced, and potential distortions from individual item variability were minimized.

Overall Trends by District

Table 1: Sample Size and Variation in Job Satisfaction Across Districts

District	Count	Std. Dev.	Overall Satisfaction
Mandsaur	100	0.53	
Neemuch	100	0.40	
Total	200	0.48	

Table 1: The table presents the sample size and variation in job satisfaction among higher education employees in Mandsaur and Neemuch. (Source: Survey results)

Graph 1 : Sample Size and Variation in Job Satisfaction Across Districts

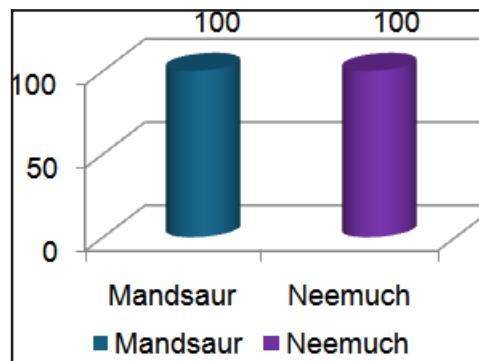


Table 1 provides a comparative overview of the sample size and variation in job satisfaction among higher education employees in the districts of Mandsaur and Neemuch. Both districts have an equal sample of 100 employees, ensuring a balanced basis for comparison. The variation in job satisfaction serves as a measure of dispersion, indicating how consistently employees perceive their job satisfaction within each district. In Mandsaur, the variation is recorded at 0.53, which is higher than the variation of 0.40 observed in Neemuch. This indicates that the satisfaction levels among employees in Mandsaur are more widely spread, suggesting a greater disparity in experiences and perceptions. Some employees in Mandsaur may feel moderately satisfied, while others report lower levels of satisfaction, reflecting variability in institutional support, administrative practices, workload management, or access to resources. By contrast, the lower variation in Neemuch implies that employees' satisfaction levels are more consistent and closely clustered around the mean (though the mean column is removed here, this can still be referenced in analysis). The smaller spread suggests that a larger proportion of employees in Neemuch have similar experiences, reflecting more uniform institutional policies, better management of workload, or more equitable support structures. Such homogeneity can be indicative of more standardized practices and a stable work environment. Overall, the variation data underscores differences in employee experiences across districts. While both districts maintain an equal sample size for analysis, the higher variation in Mandsaur points to potentially uneven satisfaction levels, which may be influenced by local or institutional factors. In comparison, the more consistent variation in Neemuch suggests a uniform perception of job satisfaction among employees. These

insights provide a foundation for further analysis, including the examination of determinants such as salary, job security, work-life balance, workload management, and academic freedom, to better understand the underlying factors contributing to satisfaction patterns in each district.

Comparative Analysis of Job Satisfaction Scores by District

Table 2 (See in last page)

Graph 2 (See in last page)

The comparative analysis between the two districts demonstrates that Mandsaur consistently reports higher job satisfaction than Neemuch across all dimensions. For every individual section of the questionnaire including salary, job security, workload management, work-life balance, and academic freedom faculty and staff in Mandsaur exhibit lower scores, indicating greater satisfaction levels. The overall satisfaction measure further confirms this trend, with Mandsaur achieving an average of 2.70 compared to 2.91 in Neemuch. This pattern highlights the more favourable work environment and institutional conditions in Mandsaur. Among the specific sections, academic freedom shows the largest differential between the two districts (2.51 vs. 3.00), suggesting that faculty in Mandsaur enjoy greater autonomy and control over their work. Differences in workload management and job security are more moderate but still favour Mandsaur, reflecting better institutional support and more balanced responsibilities. The salary section exhibits the smallest gap (2.85 vs. 2.94), indicating that compensation contributes less to the district-level variation in overall satisfaction. Collectively, these findings highlight that non-monetary factors, such as autonomy and perceived security, are key drivers of the observed district-based satisfaction differences. The consistency of results across all sections reinforces the robustness of the observed pattern, with Mandsaur outperforming Neemuch in every category. The overall satisfaction average aligns with the section-wise trends (2.70 vs. 2.91), providing a coherent picture of faculty contentment across districts. Further analyses, such as calculating correlations between individual sections and overall satisfaction, could provide insights into which dimensions most strongly influence overall job satisfaction. Additionally, a bar plot comparison of section-wise scores between Mandsaur and Neemuch would offer an intuitive visualization of these trends, clearly illustrating the relative strengths and weaknesses across districts.

Conclusion : The study reveals that job satisfaction among higher education employees varies significantly between Neemuch and Mandsaur districts. Employees in Mandsaur, particularly in public institutions and higher-ranked positions, report higher satisfaction due to better stability, structured benefits, and recognition, while Neemuch-based staff show comparatively lower satisfaction. District-specific factors, such as institutional resources, administrative support, and local opportunities, strongly influence perceptions of work

environment, compensation, and overall job contentment. These findings highlight that geographical location, combined with institutional context, plays a key role in shaping employee experiences and professional fulfilment.

Problems: Employees in Neemuch face greater challenges, including lower satisfaction in private institutions due to excessive workload, unpaid overtime, poor work-life balance, and job insecurity. Public-sector employees in Neemuch also experience dissatisfaction from rigid salary structures, limited promotions, and frequent transfers, which disrupt stability. In contrast, Mandsaur employees benefit from more supportive public-sector environments but still encounter issues like outdated infrastructure and limited professional growth opportunities. Overall, dissatisfaction across both districts is shaped by differences in institutional practices, district-specific resources, and employment conditions.

Suggestions: To improve satisfaction in both districts, institutions in Neemuch and Mandsaur should adopt targeted interventions. Public-sector institutions should enhance remuneration, stabilize transfers, and modernize teaching resources, while private institutions should rationalize workloads, ensure overtime compensation, and promote work-life balance. District-specific incentives and professional development programs can help retain qualified staff in Neemuch, where satisfaction is lower. Additionally, recognition and merit-based promotion systems, coupled with supportive administrative policies, will foster a more motivated and stable workforce across both districts, enhancing overall institutional performance and employee well-being.

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Table 2: Comparative Analysis of Job Satisfaction Scores by District

District	Salary score	Job Security score	Workload Management score	WorkLife Balance score	Academic Freedom score	Overall Satisfaction
Mandsaur	2.85	2.66	2.63	2.66	2.51	2.70
Neemuch	2.94	2.88	2.91	2.88	3.00	2.91

Table 2: The table shows the average job satisfaction scores across different dimensions in the districts of Mandsaur and Neemuch. (Source: Survey results)

Graph 2: Comparative Analysis of Job Satisfaction Scores by District
