



## Job Satisfaction Factors for Teachers - A Review

### KEYWORDS

Job Satisfaction Measurement, Higher Educational Institutions (HEIs), Teacher Attitude, Teachers Retention

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**ABSTRACT** *A teacher can perform to the maximum of his/her capacity if he/she is satisfied with his/her job. Every profession has certain aspects responsible for job satisfaction along with attitude and teaching is not an exception. Unless and until a teacher derives satisfaction on job performance and develops a positive attitude towards education, he/she cannot take an initiation for desirable outcomes to cater to the needs of the society. Only satisfied and well-adjusted teacher can think of the well-being of the students. In the light of this background, a thorough review of literature is made to understand the contribution of different factors which are responsible for the job satisfaction of the teachers. This paper also deals with the study on attitude of the male and female teachers towards teaching and the methods of measuring job satisfaction of teachers, especially in the Higher Educational Institutions (HEIs).*

### 1. Introduction

Despite its wide usage in scientific research, as well as in everyday life, there is still no general agreement regarding what job satisfaction is. In fact there is no final definition on what job represents. Therefore before a definition on job satisfaction can be given, the nature and importance of work as a universal human activity must be considered. Many authors have different approaches for the defining job satisfaction. Some of the most common definitions on job satisfaction are;

**Buitendach and de Witte (2005)**, proffers the view that the job satisfaction relates to an individual's perceptions and evaluations of a job, and this perception is in turn influenced by their circumstances, including needs, values and expectations. Individuals therefore evaluate their jobs on the basis of factors which they regard as being important to them **Sempene, Rieger & Roodt,(2002)**.

Job satisfaction factors relevant to education sectors for university teachers could lead to improvements and innovations in teaching that would help to retain them. If opportunities are unavailable, they may emotionally or mentally "withdraw" from the colleges. An understanding of the factors like present pay, compensation, work itself, job security, work environment and also involved in job satisfaction is crucial to improving the happiness of teachers.

### 2. FACTORS CONTRIBUTING FOR JOB SATISFACTION

There are several factors that influence the work satisfaction level of the teachers. Among these the important factors that have an impact on job satisfaction level are work itself, pay, promotion opportunities, working conditions, job security and coworkers. The research carried by different scholars on these factors is briefly explained below.

#### 2.1 Present Pay

Many researchers who have done studies regard to the influence of pay on job satisfaction claimed that apart from helping people to achieve and obtain their basic needs, salaries also work to satisfy the higher level needs of people. Job satisfaction is affected by the payment levels. It is reported that most public employees will feel less satisfied with their jobs if they compare their salaries to those

who work for the private sector. (**Luthans, 2006**). Most employees will look for payment systems that believed to be fair, definite, and aligned with their expectations. Satisfaction is expected to be achieved if the payment seems to be equitable, equal with job demands, individual skill level and community payment standards as described by **Robbins et al. (2003)**. In contrast, the findings of survey performed by **Brainard (2005)**. job satisfaction is less likely to be connected with the payment and benefits. **Sadegh Rast, Azadeh Tourani (2012)**. Conducted a study to investigate private schools based on the result, although teachers are moderately satisfied with present pay, this factor got low rank among teachers of three schools. So, it can be concluded that teachers are not sufficiently satisfied with their present pay. **Ping du et al. (2010)**. Analyzed job satisfaction of academic staff in nine universities of china and found that Chinese university professors display a basic level of job satisfaction. However, there is a high dissatisfaction with salary, Furthermore; this study found that professors are satisfied with teaching and research services and facilities. Material rewards are much essential in job satisfaction. Along with their primary needs wealth meets luxury wants and desires of people (**Ozdemir, 2009**).

#### 2.2 Opportunities for Promotion

As suggested by **Dr. Mahesh C. (2012)**. There is a constructive association among promotion and satisfaction of job according to numerous researchers. Academicians are more motivated and committed to perform a job and also more satisfied if promotion opportunities are available to them. (**Logsdon, 2002; Peterson et al., 2003**). Promotion as defined by **Heery and Noon (2001)**. is "the action of shifting an employee up the organization hierarchy which will normally bring to an increase of responsibility and status and a better remuneration package among the individuals who are promoted". **Kreitner and Kinicki (2004)**. mentioned that job satisfaction and the promotion positive relationship relies on supposed fairness by employees. A lot of people will experience satisfaction when they think that they have good future opportunities as supposed by **Drafte and Kossen (2002)**. This can be interpreted as the opportunities for progression and development in their present workplace or providing better chances to look out for alternative employment. It is assumed that the level of

job satisfaction will go down if people think that they have less career advancement opportunities.

### 2.3 Job security

**Siddique et al (2002).** Permanent employees are more pleased with their jobs in comparison to the employees who are on contract. **Adkins, Werbel & Farh (2001)**, predicated that job insecurity would be negatively related to job satisfaction. They explain, "Individuals who are experiencing job insecurity are likely to experience fewer positive feelings about their job and organization". They also predicted individuals distance themselves from the organization when experiencing job insecurity.

### 2.4 Work Itself

If the employees are interested in their job they would more satisfy with jobs. If they join this profession due to their own interest their satisfaction level will be high as compared to if they are forced to do it as quoted by **Santhepparaj et al. (2005)**. An employee's job satisfaction is a task of the individual's personal distinctiveness and the uniqueness of the job itself (**Dr. Mahesh C. 2012**).

### 2.5 Coworkers

One major determinants of satisfaction of job is the relationship with the coworkers. According to **DeVaney (2003)**, powerful determinant of job satisfaction is relationship with the colleagues at the work place. If the relationship with the coworker is strong and in positive direction then the satisfaction level of the individuals will be high as discussed by the **Crossman & Abou- Zaki (2003)**. As salary is having a role, in the same way working conditions also play an important role in determining the supply of qualified faculty members and in influencing their decisions about remaining in the profession. Some research on teachers says that safe environments, firm administrative leadership, colleagues' cooperation, high parent involvement, and necessary learning resources can have role in effectiveness, enhance their commitment to school, and promote their job satisfaction (**Pankaj Deshwal, 2011**).

### 2.6 Compensation

**Aziri B. (2011)**, concludes that there is a considerable impact of the employee's perceptions for the nature of his work and the level of overall job satisfaction. Financial

compensation has a great impact on the overall job satisfaction of employees. **Uzma Quraishi (2010)**, describes Seventy-five percent of faculty members showed concern toward compensation and fair benefit schemes. They stated that inconsistent policies and hierarchal decisions in these matters are the main reasons of stress in faculty members.

### 2.7 Work Environment

Quality in higher education means enabling students to achieve learning goals and academic standards in effective educational environment as analyzed by **Venkatraman. (2007)**.

**Adkins (2001)**, conducted the Job Satisfaction Survey in some of the colleges and found that 54% of respondents believe that they are valued as employees of the college. 31% of respondents agree the college offers faculty and classified professional development, which are effective in creating a sense of community for employees. 61% of respondents agree they're adequately informed about what is going on at the college. 72% of respondents agree they know who their representatives are in college committees.

### 4. Conclusion

Job satisfaction represents one of the most complex areas facing today's colleges when it comes to managing their teachers. Job satisfaction describes a person's overall affective reaction to the set of work and work related factors.

Teacher's job satisfaction is central to an education. The study provides an insight need for constant feedback of all teachers in education, which is important for continuous improvement. There is a considerable important of the teacher perceptions for the nature of his/her work and the level of overall job satisfaction. Present pay, promotions, work environment, job security, teacher training, compensation have a great impact on the overall job satisfaction of teachers.

It shows that it is required to make the study on job satisfaction of teachers continuously as the factors influence on job satisfaction are dynamic in nature and changing according to demographics, cultures and attitude.

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