



An Empirical Study on Job Satisfaction Among Teachers in Sivaganga District

KEYWORDS

Job Satisfaction, Professional Development, Path Analysis, Working Environment etc

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ABSTRACT

A job has to satisfy the employees both in terms of economic compensation and in terms of emotional factors as well. Initially it was thought that economic fulfillment alone would provide total satisfaction and contentment to the employees. Later, on many occasions, it was proved that monetary compensation alone would not completely satisfy the employees; certain other factors also should be given equal amount of attention and importance. The present study is based on both primary and secondary data. The primary data were collected from the college teachers who are working in the Arts and Science colleges of Sivagangai District with the help of a questionnaire. The inter-correlation matrix of explanatory variables namely support by Seniors(X1), Professional development(X2), Students' behavior(X3), Rewards & Recognitions(x4) with dependent variable Nature of job(Y) denotes that correlation between the explanatory variables X1 to X4 are highly significant and positive. Further, it is also seen that all these explanatory variables are highly, significantly and positively correlated with the dependent variable Nature of Job(Y). This study has made a thorough analysis of Job Satisfaction experienced by the teachers of Arts and Science colleges in the Sivagangai District of Tamilnadu. Various useful suggestions have been given by the researcher to improve the job satisfaction levels of various categories of teachers selected for this study. If they are implemented by the correspondents and secretaries of the colleges, they will go a long way in enhancing the satisfaction levels of college teachers selected for the study as well as the college teachers in general.

INTRODUCTION

A job has to satisfy the employees both in terms of economic compensation and in terms of emotional factors as well. Initially it was thought that economic fulfillment alone would provide total satisfaction and contentment to the employees. Later, on many occasions, it was proved that monetary compensation alone would not completely satisfy the employees; certain other factors also should be given equal amount of attention and importance. Subjective factors such as the psychological atmosphere, nature of relationship which is maintained with the fellow employees, societal perception of the job, job security etc play a vital role in determining the satisfaction and emotional fulfillment derived by the employees and undoubtedly objective factors should also be taken into consideration.

A good working environment such as proper furniture, allotment of space for employees with adequate privacy, pleasant lighting, air conditioning, all contribute a great deal. When these subjective factors and objective factors are given due consideration, the management could expect maximum productivity and creativity from the employees. After all, employees are not programmed, but they are human beings with heart and soul. Hence if they are treated accordingly, the organization would be greatly benefited. Employees generally believe that there would be optimum level of production. Only when employees are made to work under stress. But if the stress level goes up beyond a certain limit, there is a possibility for it to give negative results also. Therefore, after assessing the "tolerance limit" of the employees, stress has to be given to them.

Job satisfaction is the result of the individual perception of what is expected and what is received from different phases of the work situation. It refers to a person's feelings towards specific dimensions of the work environment. These dimensions of work environment refer to aspects

such as pay benefits, promotional opportunities, working conditions, nature of work, co-workers and the organization structure.

The Job satisfaction is a measurement of the extent to which worker feels contented and happy about his work and the condition in which it has to be done. In this context, the present study highlights the job satisfaction of the teachers working in the Arts and Science Colleges of Sivagangai District.

MEANING AND DEFINITION OF JOB SATISFACTION

Hoppock (1935) indicates that job satisfaction means the mental, physical and environmental satisfaction of employee and the extent of job satisfaction can be known by inquiring employees about the job satisfaction extents. The academic definitions of job satisfaction can be divided into three types. Namely:

(1) Integral definition: This definition emphasizes workers' attitude towards environment with focal attention on the mental change for individual job satisfaction of employee (**Locke, 1976; Fogarty, 1994; Robbins, 1996**)

(2) Differential definition: It emphasizes job satisfaction and the difference between the actually deserved reward and the expected reward from employees; the larger difference means the lower satisfaction (**Smith et al., 1969; Hodson, 1991**)

(3) Reference structure theory: It emphasizes the fact that the objective characteristics of organizations or jobs are the important factors to influence employees' working attitude and behaviors but the subjective sensibility and explanation of working employees about these objective characteristics; the said sensibility and explanation are also affected by self reference structures of individual employee (**Morse, 1953; Homans, 1961**).

Within this research, for the dimension of job satisfaction, most of the scholars adopt the frequently applied Minnesota Satisfaction Questionnaire and divide the job satisfaction of employee into the external satisfaction and internal satisfaction for the subsequent researching investigation.

Although no uniform definition of job satisfaction exists (Siegel & Lane, 1982); job satisfaction is generally considered to be the overall feeling that a worker has about a job.

OBJECTIVES OF THE STUDY:

- To present the theoretical concepts of job satisfaction.
- To study the general demographic variables and the level of job satisfaction of teachers working in colleges.
- To offer suitable suggestions for improving the job satisfaction of teachers.

METHODOLOGY OF THE STUDY

The present study is based on both primary and secondary data. The primary data were collected from the college teachers who are working in the Arts and Science colleges of Sivagangai District with the help of a questionnaire. The required secondary data were collected from the Directorate of Collegiate Education, District Information Centre, District Collectorate, Websites, Newspapers, Magazines, Journals, Brochures and Unpublished research theses.

TYPE OF RESEARCH

The researcher has used descriptive method that describes the opinions and attitudes of the respondents relevant for the study.

FRAMING THE QUESTIONNAIRE

For the purpose of collecting the primary data from the teachers of colleges, a comprehensive questionnaire was prepared. The questionnaire thus framed was handed over to the experts for their critical evaluation and revised in the light of their comments. Then a pre-test was conducted with 30 sample respondents. After the pre-test, the questionnaire was revised and the final draft was prepared for collecting the primary data.

SAMPLING DESIGN

The study area namely Sivagangai District has many educational institutions which strive to develop the educational status of the district. The present study is mainly focused on the job satisfaction of teachers who are working in the Arts and Science Colleges of Sivagangai District. With the help of the office of the Joint Director of Collegiate Education, Madurai region, Madurai, a list of teachers working in these colleges was obtained. As per the list, the total number of teachers working in these colleges is 968. From this list, a random sample of 300 teachers was selected by adopting lottery method by assigning an identification number to each and every teacher ranging from 1 to 968.

FINDINGS

The following is the Summary of findings extracted from the Analysis and interpretation of data.

33% of respondents belong to the age group of 45-55 years, followed by 32% of respondents belonging to 35-45 years group. 93% of respondents are married, followed by 7 % of respondents being single. 48% of respondents are Ph.D holders, followed by 47 % being Post graduates.

When age wise grouping was made, the mean satisfaction score related to support by seniors ranged from 3.50 to 3.79 and the less than 35 years group of respondents has secured the highest mean score and stood at the top whereas the more than 45 years age group of respondents has secured the least mean score and stood at the bottom.

When designation wise grouping was made, the mean score related to support by seniors ranged from 3.50 to 3.67 and the mean score is more or less equal for the various groups based on designation.

When subject of teaching wise grouping was made, the mean score related to support by seniors ranged from 3.41 to 3.80 and the Economics group of respondents has secured the highest mean score and stood at the top whereas the history group of respondents has secured the least score and stood at last.

When experience level grouping was made, the mean score related to support by seniors ranged from 3.48 to 3.75 and the 'Less than 5 years' category has secured the highest mean score and stood at the top whereas More than 20-25 years category has secured the least score and stood at last.

When salary level grouping was made, the mean score related to support by seniors ranged from 3.49 to 3.81 and the 'Less than Rs.20 thousand' salary group of respondents has secured the highest mean score and stood at the top whereas the 'Rs.100 thousand & above' salary group of respondents has secured the least score and stood at last.

When Age wise grouping was made, the mean score related to professional development ranged from 2.80 to 3.01 and the '35-45 years' group has secured the highest score and stood at the top whereas the 'More than 45 years' group has secured the least score and stood at the bottom.

FINDINGS – FROM CORRELATION AND PATH COEFFICIENT ANALYSIS

A. NATURE OF JOB INTER CORRELATION MATRIX

The inter-correlation matrix of explanatory variables namely support by Seniors(X1), Professional development(X2), Students' behavior(X3), Rewards & Recognitions(x4) with dependent variable Nature of job(Y) denotes that correlation between the explanatory variables X1 to X4 are highly significant and positive. Further, it is also seen that all these explanatory variables are highly, significantly and positively correlated with the dependent variable Nature of Job(Y).

PATH ANALYSIS

The two explanatory variables namely Support by Seniors and Students' behaviour have higher positive direct effect on the dependent variable Nature of job.

The variable Support by seniors also has higher positive indirect effect on Nature of job through Students' behaviour. Similarly the variable Students' behaviour also has positive indirect effect on the dependent variable Y through Support by Seniors. Hence the two explanatory variables Support by Seniors and Students' behaviour are substantially important contributing variables to Nature of job.

B. WORKING CONDITIONS INTER CORRELATION MATRIX

The inter-correlation matrix of explanatory variables namely support by Seniors-(X1), Professional development (X2), Nature of Job(X3), Student behaviour-X4 with dependent variable Working conditions-Y denotes that correlation between the explanatory variables X1-X4 are highly significant and positive. Further it is also seen that all these explanatory variables are significantly and positively correlated with the dependent variable Working conditions(Y).

PATH ANALYSIS

The two explanatory variables namely Nature of job and Students; behaviour have higher positive direct effect on the dependent variable Working conditions. The variable Nature of job also has higher positive indirect effect on Working conditions through Student's behaviour. Similarly the variable Students behaviour also has positive indirect effect on the dependent variable working conditions through Nature of job. Hence the two explanatory variables Nature of job(X3) and Students behavior(X4) are substantially important contributing variables to Working conditions(Y)

C. PROFESSIONAL DEVELOPMENT INTER CORRELATION MATRIX

The inter-correlation matrix of explanatory variables namely Nature of job-(X1), Working conditions(X2), Relationship with colleagues(X3), Students behaviour(X4) with dependent variable Professional development(Y) denotes that correlation between the explanatory variables X1, X2, X3 and X4 are highly significant and positive. Further it is also seen that all these explanatory variables except Students behavior(X5), are highly, significantly and positively correlated with the dependent variable Professional development(Y).

PATH ANALYSIS

The three explanatory variables namely Nature of job-(X1), Students behaviour-(X4) and Rewards & Recognitions-(X6) have higher positive direct effect on the dependent variable Professional development-(Y). The variable X1 also has higher positive indirect effect on Professional development-(Y) through Students behaviour-(X4). It has a positive indirect effect on the dependent variable Professional development-(Y) through Nature of job-(X1) and Rewards & Recognitions-(X6). Similarly the variable Rewards & Recognitions-(X6) also has positive indirect effect on the dependent variable Professional development-(Y) through Nature of job-(X1) and Students behaviour-(X4). Hence the three explanatory variables Nature of job-(X1), Students behaviour-(X4) and Rewards & Recognitions(X6) are substantially important contributing variables to Professional development-(Y).

FINDINGS – FROM REGRESSION ANALYSIS

The Step wise multiple regression model indicates that out of the eight explanatory variables under study, 4 Variables namely, Support by seniors (X1), Professional development(X2), Students behaviour (X7) and Rewards and recognitions (X8) have all significantly contributed to (Y)- Nature of job. The analysis of variance of multiple regression model; for Nature of job (y) indicates the overall significance of the model fitted. The coefficient of determination (R^2) value shows that these variables put together explained the variations of Y to the extent of 48.9 %

FINDINGS – FROM DISCRIMINANT FUNCTION

Among the variables under study, three variables name-

ly, Education-(X2), subject taught-(X4) and Age -(X1) are substantially important variables in discriminating between groups of respondents namely with low overall agreeability score and with high overall agreeability score on professional development among the respondents.

FINDINGS – FROM FRIEDMAN'S TEST

Since χ^2 is significant at 5% level, the null hypothesis is rejected and it is concluded that there is a significant difference in the overall mean rank among the residential groups of respondents and a mean rank is higher for villages among the respondents.

FINDINGS – GARRETT'S RANKING

The respondents among the 9 reasons for choosing the teaching profession, the reason 'Non-availability of other jobs' has secured the highest mean score and stood at the top, followed by 'High salary' and 'Emulation from parents'. The interest in teaching has secured the lowest mean score and stood at last.

SUGGESTIONS

Based on the findings derived from this study, the following suggestions may be given.

Teachers in the age group of more than 45 years may be given due importance by the administration of educational institutions. Most of the seniors prefer youngsters for guidance and support. As a result, people in the age group of more than 45 years become dissatisfied with the work environment. The various stake holders of higher education has to initiate steps to take for the improvement of working environment.

With reference to support by seniors, History group of teachers are at a disadvantageous position. They should elicit support from the superiors by involving themselves more in the college development activities. Teachers with more than 20 years of experience should get support from their seniors by involving themselves more in the college development activities.

Teachers belonging to the age group of more than 45 years are dissatisfied with professional development. They should be offered promotional opportunities. Career advancement and salary hikes should be offered to them on a reasonable basis.

Guest lecturers are highly dissatisfied with regard to professional development. They do not have any promotional opportunities. They are not allowed to participate in seminars and conferences as they are not the full-fledged staff members of their institution. Moreover, if they are permitted to participate in professional development programmes, they have to spend a large sum of money which they cannot afford since they have a poor financial status.

Chemistry group of teachers, has the highest score of satisfaction whereas the History group of teachers has the least score of satisfaction with regard to nature of job. This is due to the learning aptitude of the students. Students opting for chemistry have a higher level of intelligence and aptitude whereas opposite is the case with regard to history group of students. Special classes may be conducted to the history students to pay more attention on studies.

Teachers with more than 20 years of experience have secured the lowest mean score with reference to nature of job. This may be due to the contempt that they develop

towards the job in course of time. They should be psychologically motivated to think in proper perspective about their job and its nature and may be assigned with additional responsibilities to administer the management of the colleges.

Teachers in the age group of 35-45 years are least satisfied with regard to working conditions. A separate survey should be conducted to identify the factors leading to dissatisfaction on this count. Proper remedial measures should be initiated to satisfy this group of teachers by consulting the psychologists and experts in this field.

As the guest lecturers are new to the teaching profession, they do not have any idea relating to the standard of working conditions that they should be offered. Hence their satisfaction is at the highest level. But teachers who are Associate professors compare their position with reference to their friends, relatives and classmates in other institutions. If they are in a highly satisfactory environment, they feel dissatisfied with regard to their working conditions. A survey may be conducted to elicit suggestions to improve their working conditions and they may be implemented, if possible.

Rewards and Recognitions should be given to each group of teachers belonging to various age groups based on various criteria that may be prescribed by an expert committee approved by the Government.

When so many types of awards and recognitions are given to cinema artists, teachers also should be satisfied on that count. Otherwise their morale will sag down. Non-cash awards should be given to the teachers who are getting high amounts of salary.

There awards should be given on the basis of their merit and aptitude.

All sorts of favouritism and nepotism should be done away with on this aspect.

CONCLUSION

The study provides a valuable compendium of ideas, facts and figures that can be used by academics, management practitioners and consultants in understanding the dynamics of relationships and resultant effects between organizational climate and job satisfaction variables.. However, this study has dealt with personnel policies, working conditions, participation in decision making, etc, to study job satisfaction in which none of the earlier studies used combination of these variables. This study therefore, provides research opportunities for further researchers on the field to expand the horizon of knowledge on these variables thus identified as job satisfaction factors. This study has made a thorough analysis of Job Satisfaction experienced by the teachers of Arts and Science colleges in the Sivagangai District of Tamilnadu. Various useful suggestions have been given by the researcher to improve the job satisfaction levels of various categories of teachers selected for this study. If they are implemented by the correspondents and secretaries of the colleges, they will go a long way in enhancing the satisfaction levels of college teachers selected for the study as well as the college teachers in general. Similar studies may be undertaken in districts other than Sivagangai and reliability of findings drawn from this study may be verified with the findings derived from the studies made in other districts. An expert - group may be appointed by the Higher Education Department of the Govt. of Tamilnadu to look in to the veracity and reliability of the findings derived from this study.

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