



## Job Satisfaction of Secondary School Teachers in Wb : A Critical Analysis

### KEYWORDS

Job Satisfaction, School Teachers, WB, Factors, causes of Job ZSatisfaction

### Agamani Mondal

Research Scholar, Department of Education, Sidho-Kanho-Birsha University, Purulia

### Birbal Saha

Professor and HOD, Department of Education, Sidho-Kanho-Birsha University, Purulia

**ABSTRACT** *In the developed world teacher job satisfaction has been an issue of concern for many years. It may manifest itself in frustration for the teacher and defense mechanisms for the employer. Research suggests that unfulfilled needs, goals, and value expectations, as well as the lack of achievement of outcomes, account for job dissatisfaction. Other variables include demography, disillusionment with life, lack of participation in decision-making, and absence of considerate leader behavior. It is believed that when teachers perceive a lack of support for their work, they are not motivated to do their best in the classroom, and that when teachers are not satisfied with their working conditions, they are more likely to change schools or to leave the profession altogether. This article tries to through some rays on the factors of dissatisfaction with respect to teaching job and made some recommendation how to minimize these factors.*

### Introduction

Commitment of teacher and effectiveness highly depend on motivation, morale and job satisfaction (Shann, 2001). This implies that teacher motivation and job satisfaction are important phenomena for all academic Institution including schools in any country. Indian Education Commission (1966) describes teacher as one of the most important factors contributing to the national development. The best system of education may fail to achieve the desire ends in the absence of sincere, competent and professionally aware teachers.

Education is basically the influence which the teacher exerts on the students entrusted to his care. Effective teachers are essential to cover the curriculum and absence of whom best curriculum and most perfect syllabus remain ineffective. In order to perform his role effectively, a teacher should be professionally aware of professional demands and obligations placed on him by the profession. Further the role of teachers in influencing the future of our advancing national development is becoming increasingly important. Development of the country requires a high rate of production and fullest possible utilization of both human as well as material resources. If employees in an organization are motivated, they will render services to the employer and customers very efficiently and effectively (Mbua, 2003). This implies that motivated and satisfied secondary school teachers are most likely to affect the students' learning positively while the opposite of that may have negative impacts on students performance (Ajmer, 2001).

Nowadays, there is, a general feeling that the teachers do not have satisfaction in their job. There seems to be growing discontentment towards their job as a result of which standard of education are falling. Teachers are dissatisfied in spite of different plans and programs, which have been implemented to improve their job. This article tries to focus the causes of dissatisfaction of teaching job and their possible solutions

### Concept of Job Satisfaction

The concept of job satisfaction does not have a conventional definition despite being widely researched by many

scholars. Zembylas and Papanastasiou (2006) argue that there is no conventional definition of the concept of job satisfaction although many scholars have studied it for a long time. For the sake of this study, few definitions has been presented.

Job satisfaction is a complex variable and is influenced by situational factors of the job as well as the dispositional characteristics of the individual (Sharma & Ghosh: 2006). Job Satisfaction is an act of satisfying; fulfillment; gratification. It is the state of being satisfied or contented. It is the cause or means of being satisfied. It is defined as the positive emotional response to the job situation resulting from attaining what the employee wants from the job. Job Satisfaction is defined as a positive attitude that an employee holds towards his job. According to Locke, it is a "pleasurable or positive emotional state resulting from the appraisal of one's job experience" (Locke 1976). Job satisfaction is a pleasurable emotional state of the appraisal of one's job; an effective reaction and an attitude towards one's job. No doubt job satisfaction is an attitude but one should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviors (Weiss, H.M. 2002). Hence, Job satisfaction is an attitude towards job taking into account feelings, beliefs and behaviors.

Thus it can be concluded that Job Satisfaction is a general feeling and overall attitude of the employee towards his job, an end state of feelings and as a feeling about specific job dimensions or facets like pay, promotion opportunities, and supervision, coworkers, work itself that interact in different ways to create a feeling of satisfaction with the job.

### Importance of Job satisfaction

Job satisfaction has been the centre of the concentration for researchers over three decades. The reasons for such concentration are manifold:

**1 Job Satisfaction and Mental Health of the People:** Dissatisfaction with once job may have especially volatile spillover effects on many other things such as family life, leisure activities etc. Many unresolved personality problems

and maladjustments arise out of person inability to find satisfaction in his work. Both scientific study and casual observation provide ample evidence that jobs satisfaction is important for the psychological adjustment and happy living of individual.

**2 Job Satisfaction and Physical Health of Individuals:** A study by Palmore (1969) has come to the conclusion that people who like work, are likely to live longer. Here the logic behind such result is that people with greater satisfaction tend to have greater incomes and more education and thus coincidentally enjoy greater benefits, which promote longevity. On the other side of the coin, it was contended that chronic dissatisfaction with work represents stress, which, in turn, eventually takes its toll on the organization. Emotional stress, as physicians contend has been implicated as a contributory factor in the genesis of hypertension, coronary artery disease, digestive ailments and even some kinds of a cancer. Therefore, job satisfaction is essential to maintain physical health also.

**3 Spread Goodwill about the Organization:** From the point of view of an organization, people who feel positively about their work life are more apt to voice 'favorable sentiments' about the organization to the community at large. When the goodwill of the organization goes up, new, qualified and dynamic entrants show their interest in joining the organization. The organization thus will be in a position to enjoy the talents of people as job satisfaction fosters a pervasive residue of public goodwill towards the organization. A happy and satisfied individual can find it easy to live within the organization as well as outside it. On the contrary, a chronically upset individual makes organization life vexations for others with whom he interacts.

**4 Reduces Absenteeism and Turnover:** The calculable costs-employee turnover and absenteeism are sufficient to accept the importance of job satisfaction. Higher job satisfaction reduces labor turnover and absenteeism, and the managers are compelled, if they are unconvinced about the merits of job satisfaction, to give priority, and adequate weightage to job satisfaction. A serious consequence of job dissatisfaction can be the employee turnover.

#### Factors associated with Job satisfaction

A variety of factors have been associated with teacher satisfaction, including salary, support from administrators, school safety, and availability of school resources, among others (Choy et al., 1993).

- **Salary:** It is generally believed that the remuneration system of any organization affects the level of job satisfaction of its employees.
- **The promotion/Advancement:** Promotions are also an important aspect of one's career and life, affecting other facets of the work experience. Promotions may carry an increase in job amenities such as a bigger office or spending account, increase in authority over co-workers.
- **The co-workers:** Man is a social animal and he needs to satisfy his social needs wherever he goes. As a large part of an individual's adult life is spent at his workplace, a good relationships with colleagues has been cited as the key to job happiness. If the environment at workplace is not congenial, a person tends to lose interest in the job and wants to switch to another place where he can find friends.
- **The supervision:** Supervision is another important fac-

tor that affects level of job satisfaction of employees. Employees who perceive fair treatments by super visors in carrying out these responsibilities are more likely to support positive actions through greater commitments to the values and goals of the organizations; display increased job satisfaction, organizational citizenship behaviors, improved job performances and reduced withdrawal behaviors.

- **Communication:** Effective communication is essential for the successful performance of organizations. An unclear communication or non communication can cause frustration and dissatisfaction among the employees and disrupt the effectiveness of any organization.
- **Participation in decision making:** A number of surveys have indicated that job satisfaction seems to increase with worker participation or involvement in the decision making process of their organizations.
- **The autonomy:** Work autonomy is the degree to which employees feel they can make their own decisions and influence what happens on the job. The degree of job autonomy is seen to be highly related to overall job satisfaction. There may even be a reciprocal relationship between job satisfaction and job autonomy in so far as workers who are happy in their job are more likely to perform well and as a result get promoted to jobs with greater autonomy (Ngunen; Taylor; Bradley 2003).
- **Fringe benefits:** Fringe benefits stand as an important part of compensation and include a collection of various benefits provided by an employer to the employees in addition to direct wages or salaries. It is generally believed that fringe benefits if properly administered can contribute to increased job satisfaction.
- **The contingent rewards:** Today organizations are increasingly using contingent reward system to boost the productivity of employees because under a performance-contingent reward system employee's performance is positively related to satisfaction as good performance will result in increased bonus and this in turn will reinforce better performance.
- **The nature of work:** The most notable situational influence on job satisfaction is the nature of the work itself which is known as intrinsic job characteristics (Judge; Saari 2004). When employees are asked to assess different aspects of their job such as supervision, pay, promotion opportunities, coworkers etc, the nature of the work itself in general comes out as the most important job aspect. This means the extent to which the job provides the individual with interesting tasks that utilizes his talent in a variety of ways, provides opportunities for learning, and the chance to accept responsibility as well as is an identifiable whole.
- **Work environment:** The environment in which people work has a tremendous effect on their level of pride for themselves and for the work they are doing. If operating conditions are good – clean, attractive surroundings- employees find it easier to carry out their job. Improper working conditions that repetitively hassle and annoy the employee tend to cause stress to him and lower his job satisfaction. Working conditions do not bother the employees much unless they are extremely appalling. But this is important because it has a straight effect on job satisfaction. On the contrary, if working conditions are given importance, productivity and accomplishment of objectives are enhanced.

### Causes of Job Dissatisfaction

There are a number of specific causes for job dissatisfaction. Here we want to highlight some of them.

- **Salary:** Financial aspects especially salary is the most important variables for job satisfaction because each employee needs a livelihood to support his/ her family (Akram, 2012). It significantly affects job satisfaction. It means that if employees are not given proper salary in time, they would be highly dissatisfied with their jobs and may ultimately start thinking leaving the profession at all. In teaching profession salary is not so attractive like other profession.
- **Limited career growth:** Career growth is another factor for dissatisfaction of teacher. In teaching profession in secondary school in west Bengal, there is no career advancement opportunity and the wage they received from the beginning are not rise remarkably like other profession. So the teacher always try to shift in a profession where ample opportunity (Kabir, 2011)
- **Psychological factor:** This is the most challenging for the secondary school teacher because it can be driven by interpretation or perception that is very personal or individually focused. If a person does not think they are being paid enough to do their job, they perceive themselves to be underpaid - even if the wages they make are in line with that position. If the teacher feels that are underpaid, their dissatisfaction appears. In addition, they could see someone who does the same job they are doing driving a better car or living in a better house - and thus, perceive that person to be making more money. And so, once again, they believe they are underpaid. Thus the dissatisfaction that comes from being underpaid is totally based on perception.
- **School Environment:** A school environment is made up of a range of factors, including school culture, school management, human relationship, etc. It greatly influence teacher's satisfaction, which in turn directly affects academic achievement of students. Now-a-day school environment is suffered by various factors like guardian-teacher relationship, political influence, school-community bonding. It breaks the social relationship between human communities that creates a lot of adjustment problems of new entrant.
- **Co-workers** As teachers spend a large portion of their lives at school, interpersonal relationships and friendships between/among colleagues at school are often formed which generally improve productivity and morale and also for healthy living. This type relationships also helpful in reducing stress among teachers. The social relationship is now a rare thing in most of the schools. So teachers search for a better job and try to leave present position.
- **Participation in school administration:** There is a little scope for all teachers to take part in administrative process although some of their representative may participate in decision making process. There is a teacher council in school but that body are highly dominated by Head master. So the administrative procedure is not clear to the young teacher.
- **Fringe benefits:** Teacher did not enjoy any kind of fringe benefits other than retirement benefit although other professional received productivity bonus, health care facility, children education facility etc.
- **Stress on job:** Job stress in another factors for dissatisfaction of teacher. At present there is acute shortage of teaching staff in each school due to retirement of teachers and non recruitment of new teachers. In or-

der to run the academic activity teacher has to bear extra academic and administrative load that creates stress upon the teacher.

- **Nature of job:** Nature of teaching is no doubt a creative job but examination system of the present destroys such creativity. Creative teacher did not find their space to apply their own creation. So they try to flew from the job.

### Recommendations

On the basis of above discussion some recommendation has been made as under:

- **Contingent reward system:** Contingent incentives are known as material rewards such as bonuses and equity-based compensation which vary directly with the desired behavior or result. The principle of contingent rewards says that rewards should be given to the employees only when they earn them because a fundamental principle of motivation is to use rewards to reinforce desired behaviors if they occur. This way an increased variable pay indicates an inclusive approach where the organization is acknowledging and appreciating a good performance. Contingent rewards can also increase the level of employee involvement with the organization. This system may implemented for teaching profession also.
- **Autonomy:** The teachers need to be empowered by giving autonomy. Autonomy enhances job satisfaction as it gives a sense of personal responsibility of getting a job done whereas lack of satisfaction from the job results in disinterest towards work. The teachers should be provided opportunity to self-pace themselves and the supervision should be done unobtrusively.
- **Work environment:** Fairness in school policies affects job satisfaction and work motivation positively. This suggests the utility of the principals to explain and discuss these policies to the teachers, emphasizing and catching attention towards their fairness. The teachers' value interpersonal interaction, so the schools can make formal and informal arrangements for improving the relationships among the staff members.
- **Involvement in decision making process:** Teachers' participation in decision-making, proper communication of role expectations and recognition of good work are some concrete, easily applicable modifications which can enhance job satisfaction of teachers. The school authorities should organize special welfare programs for teachers' well-being and positive changes in their level of satisfaction.
- **Career advancement Scheme:** There is no provision for teacher for the advancement of their career at present. It should be implemented with immediate effect.
- **Motivation to teachers:** Motivation plays a vital role in the job satisfaction of academic staff. It enhances their productivity and is essential to a healthy and prosperous teaching-learning environment. As the generation of teachers enters the workplace and as globalisation creates more diverse workforce, schools need to rethink their motivational practices. Though monetary benefits play a crucial role in motivating the teachers but it has also been discovered that one of the best ways to motivate the teachers is good old-fashioned praise and recognition. Peer recognition can also be used as another effective measure for

motivating teachers. The schools should introduce formal programs that encourage peer recognition for a job well done because everybody needs encouragement and everybody needs their work to be recognized. The recognition from seniors is also found to be effective in motivating teachers.

### Conclusion

- Satisfaction from the job is necessary for full devotion and commitment of teachers towards their schools. Even the best educational system is bound to fail in the absence of competent and satisfied teachers. Unless the teacher is satisfied with his job, he cannot deliver the goods properly. He will be a loss not to himself only but also to the country's future.

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