

Job Satisfaction Among Teaching Staff in Higher Education

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Abstract: A teacher is called as builder of the nation. Process of education includes an interaction among teachers and the students. Teacher works like a role model for the students and helps them in choosing their career and shaping their life. So job satisfaction of teachers becomes a vital issue in the eyes of administration. The present study was done to examine the satisfaction level of teaching staff among higher education in Haryana. Biographical variables like age, sex, nature of job were examined to determine whether these had an impact on satisfaction level of employees. Data was collected from 70 respondents from selected districts of Haryana. When overall job satisfaction was examined the mean score was between 4.1 and 3.2, which revealed that teaching staff was satisfied with their job. Satisfaction of employees was greatly affected by Socio-demographic factors. After analysing the data it was that male teachers had high satisfaction level than female teachers. A significant difference was found between the satisfaction level of male and females ($t = 2.064$, $p = .043$). When satisfaction of employees was compared on the basis of nature of job and age of teachers, it was found that permanent teachers and teachers with age less than 35 were more satisfied than contractual and teachers with age group more than 35.

Keywords: Environment characteristics, Job satisfaction, Intrinsic motivation, Socio-demographic factors, Social interaction.

I. INTRODUCTION

Job satisfaction among people working in an organization is the important variable which affects the performance. An organization could only succeed in this competitive era and can realize maximum potential efficiency if it is successful to make its employees realized that the job being done by them is their own job and they feel committed towards the organization. If employees feel such type of things and feel good at their work, their efficiency will increase and they will show an increment in the output. Job satisfaction can be explained as the feeling, opinion and attitude that employees have about their job. Job satisfaction can also be expressed as emotional state of an employee which is the result of their perception about the job in fulfilling their job values (Locke, 1976). Job satisfaction

is the emotional response which is the outcome of one's own way of thinking. No one can directly observe satisfaction; it can only be felt by employee's behaviour and verbal statements. Job satisfaction is the result of comparison between the expectations of employees and what they actually received by the organization (Locke, 1969., Porter and Steers, 1973).

Job satisfaction is the overall package of both positive and negative feelings of an employee towards the job. It can be counted as the gladness received with the job. It is an emotional devotion to a job (Spector, 1997). Job satisfaction is the outcome of individual as well as work environment characteristics. Highly satisfied employees remains less absent, will not think about leaving the organization, have high productivity and commitment level and they will also have high level of satisfaction in their lives (Lease, 1998). Various factors influencing satisfaction level of employees are salary and incentives, promotion chances in company, working conditions provided to employees in organization, leadership style and social relationships, tasks variety at job, the interest and challenges in the job. The word job satisfaction gained importance due to human relations approach. Job satisfaction is a feeling about job and various aspects of job. Facet approach is used to analyse which factor gives satisfaction and which one gives dissatisfaction. Work also helps to fulfil the need of social interaction and a friendly social interaction leads to satisfaction (Drago *et al.*, 1992). Job satisfaction is an indicator of emotional health of employees (Begley & Czaika, 1998).

II. LITERATURE REVIEW

Hoppock (1935) was the first to discuss the term job satisfaction. He concluded job satisfaction as overall outcome of psychological, physiological and environmental factor, whereas Vroom (1964) said that job satisfaction is the role of employees which they perform on workplace. Spector (1997) explained job satisfaction as the feeling of employees about their job and its various job related aspects. Job satisfaction is effected by behaviour of an individual at work place (Davis *et al.*, 1985). According to Kaliski (2007), job satisfaction is the feeling of achievement, success an individual achieves on the job. Statt (2004) called job satisfaction as intrinsic motivation. It is the cap to which workers are happy with rewards they get on their job. In the words of Armstrong (2006), job satisfaction is an attitude and feeling that employees hold about their job.

When we talk about work environment as a factor affecting job satisfaction, Kumar and Jain (2013) concluded that organization should focus on strengthening work environment so that employee's morale and satisfaction can be increased. Policy makers and managers must work towards creating a healthy working environment and working conditions. Chamundeswari (2013) compared satisfaction level of teaching staff working in state board schools, matriculation board schools and central board schools and found that due to good infrastructure facilities and better working environment the level of satisfaction among central board school staff was higher than that of other two board schools. Din Dinar (2016) compared the satisfaction level of teaching staff among government and private schools. The findings revealed that government teaching staff was more satisfied than private teaching staff because they enjoy better working conditions, job security, handsome salary and good opportunities for development and promotion. Tilak Raj and Lalita (2013) also analysed the level of satisfaction among private and government school teachers. No significant difference was between the satisfaction level of both private and government school teachers. When gender was taken as the basis for comparing the mean scores no significant difference was found between the satisfaction level of both male and female staff. However, male employees were more satisfied with their job than females. They also revealed that salary, promotion, training and career development were main factors affecting job satisfaction. Mohdisuki and Suki (2011) also studied effect of gender on job satisfaction and organizational commitment and no significant difference was found between both groups regarding satisfaction. Mehta (2012) investigated weather level of job satisfaction is effected by type of organization and gender. He concluded that when compared on the basis of gender no significant difference was found regarding satisfaction level but when it comes to the type of organization there was a significant difference in satisfaction level.

Msuya (2016) examined the level of job satisfaction on the basis of extrinsic and socio-demographic factors. He found that socio-economic and demographical factors greatly affected the satisfaction level. Female and young staff had high satisfaction level than male and aged staff members. Motivators and hygiene factors highly contributed towards satisfaction level of employees. Parvin and Kabir (2011) investigated the impact of type of organization, work experience, age, and gender on the level of satisfaction among employees. Salary, efficiency withinwork; supervision and relationship with colleague were the main factors contributing to satisfaction of employees. Srivastava (2008) conducted a study to examine effect of two variables of work environment (physical and psychological) job satisfaction and performance of employees and effectiveness of employees. He concluded that the employees who think work environment as favourable feel more satisfied with their job. He also explained that the psychological environment exerted more impact on employee's behaviour at job and organizational effectiveness than physical environment.

Long *et al.* (2016) checked the relationship between emotional intelligence and job satisfaction among teaching staff.

Emotional self awareness, emotional expression, understanding emotions, emotional self management and emotional self management of others were the dimensions of emotional intelligence. With the help of regression and co-relation it was revealed that emotional intelligence was significantly and positively related with job satisfaction. Due to the use of emotional intelligence their behaviour changes, which helps to manage activities and problem at work environment. Arekar *et al.* (2016) in their study analysed the impact of individuals variables and structural variables on employees satisfaction at job. The parameters used for individual determinants were job motivation and met expectations whereas for structural determinants were autonomy, distributive justice, promotional chances, job stress and social support. The study explained that job motivation, met expectations, autonomy, distributive justice and social support had a positive impact on the satisfaction of employees whereas promotional chances and job stress have negative impact on the satisfaction level of employees.

III. OBJECTIVES OF THE STUDY

- To find out the satisfaction level of teaching staff working in higher education, Haryana.
- To find out factors which contribute the satisfaction level of teachers?
- To determine job satisfaction differences by age, sex and nature of job.

IV. RESEARCH METHODOLOGY

A. Hypothesis

Hypothesis 1: There is no significant difference in satisfaction level of male and female teachers.

Hypothesis 2: There is no significant difference in satisfaction level of permanent and contractual teachers.

Hypothesis 3: There is no significant difference in satisfaction level of teachers below 35 years and above 35 years of age.

B. Sampling Method and Sample Size

The sample of the study includes teachers working in different colleges and university among selected districts of Haryana. A sample size of 70 teachers was taken. Samples were selected on the basis of convenient sampling. Data was collected with the help of structured questionnaire of Dr. C. N. Daftaur. Responses were taken on five point likert scale.

C. Analysis of Data

Descriptive statistics were used to measure the level of job satisfaction. Mean scores were calculated by allocating values of 1,2,3,4,5 respectively to the responses 'Strongly Disagree',

'Disagree', 'Neutral', 'Agree', 'Strongly Agree'. Hence Mean score greater than 3 on any statement implies positive response

of the respondent. Independent sample t-test was used to study the significant difference between the mean score of different groups.

V. FINDINGS AND DISCUSSIONS

A. Level of Job Satisfaction Among Teachers

TABLE I: TEACHERS JOB SATISFACTION SCORE

Job Satisfaction Dimensions	N	MEAN	Std. Deviation
The chance to do different things from time to time.	70	4.0143	.67013
The chance to be 'somebody' in the community.	70	4.1000	.66267
The competence of my supervisor in making decision.	70	4.0429	.84159
The way my job provides for steady employment.	70	3.6714	.75607
The chance to do something that makes use to my abilities.	70	3.9143	.73707
My pay.	70	3.2000	1.32534
The chances for advancement on this job.	70	3.3714	1.06555
The working conditions.	70	3.8000	1.00145
The way my co-workers get along with each other.	70	4.0571	.83207
The feeling of accomplishment I get from the job.	70	3.9571	.54999
General management.	70	3.3714	1.10560
My past advancement in this Organization.	70	3.7143	1.03760
Chances for future growth.	70	3.5429	1.00269
Social conditions within the Organization.	70	3.6000	.89118
Recognition for my work.	70	3.6000	1.01296
Responsibilities given to me.	70	3.8429	.77339
Management policies.	70	3.2286	1.03799
All things considered my work as a whole.	70	3.5286	.88008
All things considered my organization as a whole.	70	3.3571	1.06371

The average scores for overall satisfaction level of staff members in college and university were between 4.1 and 3.2 when tested on five point likert scale (Table I). This showed that teachers were satisfied with their job. There were four statements having individual mean more than four, which are: a) chance to do different things from time to time ($m = 4.01$), b) chance to be somebody in community ($m = 4.1$), c) competence of my supervisor in taking decision ($m = 4.04$), d) co-workers get along with each other ($m = 4.05$). All these statements showed that interpersonal relationships were good and staff member's works with coordination. Due to this team work and healthy personal environment satisfaction level of teachers was high. The findings are consistent with the finding of Woods & Weasmer (2002) who also found that healthy relationship between co-workers increases job satisfaction. It was also found that teachers were satisfied with the competence level of management in taking decision which is consistent with pervious findings of Peggy & Bonnie (1994) and Woods (2008).

TABLE II: FREQUENCY AND PERCENTAGE FOR SOCIO-DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

Variables	Frequency	Percentage
<i>Sex</i>		
Male	33	47.14
Female	37	52.85
Total	70	100
<i>Age</i>		
Below 35	44	62.85
Above 35	26	37.14
Total	70	100
<i>Nature of Job</i>		
Permanent	23	32.85
Contractual	47	67.14
Total	70	100

B. Factors Affecting Job Satisfaction Among Teachers

i. Salary

Money is the main motive behind any work. The performance and satisfaction level of employees is affected by salary which they receive. Here in this study it was found that mean score of salary statement was 3.2, which is lowest of all statements. The main reason for low mean score was that 47 staff members out of 70 were working on contract basis and receiving a very low salary. This finding indicates that if teachers are provided with low salary it will negatively affect their satisfaction level.

ii. Working Condition

Finding showed that satisfaction of staff members in college and university of this particular district was affected by working conditions. As the mean score for this statement was 3.37 which showed that staff members were moderately satisfied with the available working conditions.

iii. Employee Relationship

Findings showed that there was a proper co ordination between staff members and their superiors at work place. The mean score for this statement was 4.05, which showed that healthy

interpersonal relationships at work place positively affect the satisfaction level of teachers.

iv. Advancement at Job

The mean score for this statement was 3.37 which showed that teachers were only somewhat satisfied with the opportunities for advancement they get at their job. This finding showed that growth opportunities in career is an important aspect related to job which affect the satisfaction level of employees.

C. Role of Biographical and Social Factor on Job Satisfaction

A number of previous researches like Bas & Ardicin (2002), Yunki (1999) showed that socio-demographic factors affect the satisfaction level of employees.

i. Comparison of Male and Female Employees Towards Job Satisfaction

An independent sample t- test was used to compare the mean of female and male staff. After comparing the mean it was found that there was a significant different between mean score of both groups ($t = 2.064$, $p = .043$). The mean score of males ($m = 72.36$) was higher than those of females ($m = 67.72$).

TABLE III: COMPARISON OF MALE AND FEMALE EMPLOYEES TOWARDS JOB SATISFACTION

Job Satisfaction Dimensions	Mean		t Value	Sig. Level
	Male	Female		
Pay	3.57	2.86	2.309	.024
Advancement on job	3.48	3.27	.839	.404
Working condition	4.12	3.51	2.64	.010
Relation with co-workers	4.24	3.89	1.78	.78

Table III is showing the results of male and female employees towards job satisfaction. There was a significant difference between mean score of pay ($t = 2.309$, $p = .024$) and working condition ($t = 2.64$, $p = .010$). These findings indicates that male were more satisfied than females with respect to pay and working conditions.

ii. Comparison of Permanent and Contractual Employees Towards Job Satisfaction

Results of job satisfaction among permanent and contractual employees are shown in Table IV. The mean score of permanent

employees was 69.34 and that of contractual was 70.191. After comparing the mean score of both groups it was found that there was no significant difference regarding job satisfaction of both groups. The mean score of permanent employees with regard to pay is 3.69 and that of contractual is 2.95 and after comparing mean it was found that there was a significant difference between both groups regarding pay ($t = 2.25$, $p = .028$). This indicates that contractual staff was not at all satisfied with the salary paid to them.

TABLE IV: COMPARISON OF PERMANENT AND CONTRACTUAL EMPLOYEES TOWARDS JOB SATISFACTION

Job Satisfaction Dimensions	Mean		t Value	Sig. Level
	Permanent	Contractual		
Pay	3.69	2.95	2.25	.028
Advancement on job	3.17	3.46	-1.08	.281
Working condition	3.91	3.74	.658	.513
Relationship with co-workers	4.13	4.02	.513	.610

iii. Comparison of Employees on the Basis of Age

The mean score of employees having age less than 35 years was 70.45 and age above 35 years was 69.00. After applying independent sample t- test it was found that there was no

significant difference between satisfaction levels of both groups (Table V). The employees of age group less than 35 years have higher mean with respect to relationship which means young employees have good interpersonal relationship with co-workers.

TABLE V: COMPARISON OF EMPLOYEES ON THE BASIS OF AGE

Job Satisfaction Dimensions	Mean		t Value	Sig. Level
	Less Than 35	More Than 35		
Pay	3.13	3.3	-.520	.605
Advancement on job	3.54	3.07	1.806	.075
Working condition	3.77	3.84	-.294	.76
Relationship with co-workers	4.11	3.96	.737	.46

TABLE VI: HYPOTHESIS TABLE

H#	Hypothesis	Accept / Reject
1	There is no significant difference between satisfaction level of male and female teachers.	Rejected
2	There is no significant difference between satisfaction level of permanent and contractual teachers.	Accepted
3	There is no significant difference in satisfaction level of teachers below 35 years and above 35 years of age.	Accepted

VI. CONCLUSION

This paper has examined the job satisfaction of teachers working among higher education in Haryana. After examining the satisfaction level of teachers it was found that teachers were satisfied with their job. As the mean score for all the statements was between 3.2 to 4.1, so it can be said that they are not highly satisfied with their job. These findings complement the findings of (Msuya, 2016., Tilak Raj & Lalita, 2013., Din Dar, 2016).

The socio-demographic variables such as age, sex, nature of job greatly contributed to the satisfaction level of teachers. Previous studies related to job satisfaction also showed the impact of socio-demographical variables on job satisfaction (Tilak Raj & Lalita, 2013., Msuya, 2016., Parvin & Kabir, 2011., Din Dar, 2016). These findings have practical implication for the administration.

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