

# A STUDY ON JOB SATISFACTION OF TEACHERS IN PRIVATE HIGHER SECONDARY SCHOOLS

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## ABSTRACT

*The present study aimed to analyze the job satisfaction among private school teachers. The role of teachers in our society is highly important and quality of education is depending on the quality and superiority of teachers. Teachers are the architect of student and have to play immense role in the institutions. However, teachers have to perform multiple responsibilities, which give them enough burden and stress. Subsequently, it has negative effect on job satisfaction of teachers. Therefore, this study has been carried out to assess the job satisfaction of teachers in private higher secondary schools. This study was carried out with 100 teachers working in various higher secondary schools. The data for the study is collected by distributing questionnaire. It is constructed with three parts that is personal profile factors influencing job satisfaction of teachers, and problems due to rigid work policies. This study used percentage analysis; factor analysis, multiple linear regression analysis, and Garret ranking for analysis of data. The study was concluded that that job satisfaction of teachers are mainly influenced by several factors.*

**Key words used:** Teachers, Job Satisfaction, Higher Secondary Schools, Problems, Rigid Policies, Personal Welfare.

## 1. INTRODUCTION

Teachers in educational institutions play a very important role in the development of students in particular and the nation in general. Teachers perform a variety of functions, including training students who may be responsible for business in different sectors of the economy: courts, schools, hospitals, banks, politics, engineering, and so on. It is the weapon by which social problems can be solved in a fruitful way. Education is not only the knowledge of certain books; In fact, it makes the human being deeply wise in different aspects of his life. Develop a sense of skills, responsibilities, moral values, values, etc. among people. Education gives students a life full of potential. Students changed their behaviour using these potentialities. Teachers play a very important role in maintaining this process. Without the help of teachers, student development cannot be completed. With regard to the importance of teachers, job satisfaction is an essential element of any progressive institution that is developing. In general, a favourable and satisfying performance provides job satisfaction for both men and teachers.

Job satisfaction is the combination of emotional and psychological experience with any job. Job satisfaction is the relationship between what everyone expects and what each person achieves. All work cannot be done effectively without satisfaction. Teachers play an important role in building the nation and its citizens in creation. Job satisfaction is, therefore, an important concept that concerns not only the individual, but also the welfare of society. Job satisfaction is a factor that will ensure class performance and school productivity. Teachers would be interested in teaching their students effectively when they are satisfied with their work. Like India, other countries around the world are trying to improve the quality of their education to meet the demands of globalization. Teachers can operate at their maximum capacity only if they are satisfied with their work. Job satisfaction is, therefore, an important phenomenon in all sectors, particularly in the teaching profession.

## 2. STATEMENT OF THE PROBLEM

Job satisfaction is directly related to that person's behaviour in the workplace. Job satisfaction has been defined in different ways. It is only the nature of the work, the workload, the remuneration, the behaviour of the administration, etc. The participation and commitment of teachers depends exclusively on trust, motivation and job satisfaction. In all organizations, including schools, motivation and job satisfaction play an important role. In educational institutions, teachers are the main actors who ensure the achievement of the goals and objectives of the organization and are key people who inspire students to excel in their careers. The dimensions of job satisfaction that include the nature of work, the quality of supervision and the satisfaction of wages significantly predict the organizational commitment of teachers working in high schools. Teachers are very satisfied with their colleagues, the work itself, the supervisor and opportunities for progress will have better performance at work. Job satisfaction is the general attitude of an employee to his work in an organization. A person who has a higher level of job satisfaction has a positive attitude towards their work, whereas a person who has a lower level of job satisfaction in their work, this general attitude is a very serious concern. important for organizational leaders because satisfied employees show less absenteeism, have a higher level of organizational commitment and represent a higher level of performance.

## 3 .REVIEW OF LITERATURE

Dahiya (2011)<sup>1</sup> explored that, there was positive significant co-relation between adjustment and job satisfaction of secondary school teachers. Flexibility in workplace increases job satisfaction of teachers

Rusu (2013)<sup>2</sup> ascertained the relationship between job satisfaction and organizational commitment

Prajapati & Mohalik (2013)<sup>3</sup> observed that teacher educators in relation to gender, educational qualifications, teaching experience. Therefore, highly qualified, aged and male teachers have high level of job satisfaction. .

Mahajan (2015)<sup>4</sup> investigated that job satisfaction level between male and female teacher significantly different in regard of their age and socio-economic status.

Sahito & Vaisanen (2017)<sup>5</sup> revealed that the autocratic style of management, mistrust, poor administration system, weak social interaction, job insecurity, and lack of appreciation would lead to psychological imbalance in the personal and professional lives of teachers, which ultimately causes job dissatisfaction.

Tran (2018)<sup>6</sup> revealed that satisfiers of teaching career overwhelmingly were phenomena intrinsic to teaching tasks. These include career achievement, work, advancement, responsibility, job security, and support from students' parents. Nigama et al. (2018) revealed that there is no significant different in the level of satisfaction irrespective of gender.

## 4. OBJECTIVES OF THE STUDY

The study has been started with the objectives presented below:

1. To examine the personal profile of teachers working in private higher secondary schools.
2. To investigate the factors influencing job satisfaction of teachers working in private higher secondary schools.
3. To measure the various problems of teachers due to rigid work policies in private schools.

## 5. RESEARCH METHODOLOGY

This study intended to measure the job satisfaction of teachers employed in private higher secondary schools. Existence of several private higher secondary schools, this study has been conducted in Coimbatore district of Tamil Nadu. This study has been carried out with 100 teachers working in various schools. Teachers with more than one year of experience and have relevant academic knowledge, scholastic skills and exposure are approached for collection of data. Simple random sampling technique is administered to collect data and the study has been made by using descriptive research design. The study has taken personal and face-to-face interview to distribute survey instrument among the

teachers. The study employed questionnaire as the survey instrument to gather data from the school teachers. The questionnaire has been prepared with close-ended questions with three parts, such as, personal profile, factors influencing job satisfaction of school teachers, problems due to rigid work policies. The data has been examined by using relevant statistical techniques; percentage analysis used for analysis of personal profile. The factors influencing job satisfaction is examined with principal component factor analysis and its efficiency of result is tested through multiple regression analysis. Garret score is used to measure the various problems due to rigid work policies in the workplace.

## 6. RESULTS AND DISCUSSIONS

### 6.1. Analysis of Personal Profile

The personal profile of teachers working in private higher secondary schools is scrutinized and its results are presented in table-1.

**Table – 1: Personal Profile of Respondents**

Profile	Distribution	Sample	Frequency(In %)
Gender	Male	59	59
	Female	41	41
Age	Less than 25 years	14	14
	26 – 35 years	39	39
	36 – 45 years	31	31
	More than 45 years	16	16
Educational Qualification	PG with B.Ed	62	62
	M.Ed	26	26
	Additional degree	12	12
Experience	1 – 2 years	16	16
	3 – 5 years	35	35
	6 – 10 years	28	28
	More than 10 years	21	21
Monthly Salary	Below 15,000	22	22
	15,001 – 25,000	43	43
	25,001 – 50,000	28	28
	50,001 & above	7	7
Subject Taught	Commerce	24	24
	Mathematics	22	22
	Science	33	33
	Language	21	21
Area of Residence	Rural	46	46
	Semi-urban	18	18
	Urban	36	36

(Source: Primary data)

Table-1 shows that gender of the respondent's expresses 59% are male teachers and 41% are female teachers. Age of the school teachers discloses that 14% are in less than 25 years of age, 39% are in 26-35 years, 31% are in 36-45 years, and 16% are in more than 45 and years. Educational qualification shows that 62% are completed post graduation with bachelor of education, 26% are completed post graduation with master of education, and remaining 13% are completed additional degrees. Experience level of teachers reveals that 16% are having experience of 1-2 years in teaching, 35% are experienced in 3-5 years in teaching, 28% are having experience of 6-10 years in teaching and remaining 21% are experienced in more than 10 years in teaching. Monthly salary demonstrates that 22% are getting monthly salary of below

Rs.15,000, 43% are drawing salary between Rs.15,001 – 25,000 per month, 28% are getting salary between Rs.25,001 – 50,000 per month, and rest 7% are getting salary of Rs.50,001 and above. Subject taught by the teachers confirms that 24% are teaching commerce subjects, 22% are teaching mathematics, 33% are teaching science subjects and rest 21% are teaching languages such as Tamil, English, Hindi and so on. Area of residence exhibits that 46% are from rural based destinations, 18% are residing in semi-urban locations, and 36% are in urban locations.

## 6.2. Factors Influencing Job Satisfaction

The factors influencing job satisfaction are examined by using principal component factor analysis and its results are presented in table-2.

**Table – 2: Factor Analysis**

Factors (Factorial Mean)	Issues	Factor Loadings	Eigen Value	% of Variance	Cronbach alpha
Personal Welfare (2.91)	Fair remuneration	0.849	14.28	32.49	0.93
	Better rewards	0.822			
	Proper recognition	0.806			
	Friendly head	0.801			
	Healthy competition	0.735			
	Low level of paper work	0.684			
	Higher promotion	0.799			
	At par physical work	0.746			
Workplace Relationship (2.82)	Healthier workplace relations	0.821	9.33	19.77	0.94
	Caring colleagues	0.816			
	Optimal work load	0.785			
	Multiple job responsibilities	0.824			
	Daily work schedule	0.736			
	Outsiders relationship	0.698			
Flexibility in Work (2.71)	Work sharing opportunity	0.814	6.45	14.06	0.96
	High prestige in job	0.758			
	Better decision making	0.751			
	More leave facilities	0.809			
	High level of welfare	0.774			
	Personality development	0.713			
Employee Value (2.48)	Career growth chances	0.815	5.29	9.84	0.95
	High employee value	0.801			
	Own teaching style	0.746			
	Work autonomy	0.772			
	No admission work	0.799			
	Better student relationship	0.803			
Situational Issues (2.36)	Result oriented performance	0.795	3.39	5.91	0.93
	On-duty provisions	0.802			
	Higher study permissions	0.698			
	Committee work	0.721			
Teaching (2.24)	Evening classes	0.756	2.85	3.36	0.91
	Feed-back system	0.774			
	Frequent enquiry	0.716			
	Funding support for job needs	0.718			

(Source: Primary Data)

Table-2 depicts the various factors and its statements along with factorial mean and reliability alpha values. Factor analysis presents thirty-four statements with six dimensions of factors influencing job satisfaction. The six factors derived with factorial mean values are personal welfare (2.91), workplace relationship (2.82), and flexibility in work (2.71), employee value (2.48), situational issues (2.36), and

teaching (2.24). The content validity ratio is found greater than 0.50, together all six factors explain 85.43% of variance in data. Personal welfare is the first and prominent factor, it is loaded with eight statements and it explains 32.49% of variance with Eigen value of 14.28. Personal welfare measures taken by the educational institutions will have direct influence on job satisfaction of teachers.

Workplace relationship is the most important factor; it explains 19.77% of variance with Eigen value of 9.33. Workplace relationship directly contributes to increase job satisfaction of teachers. Flexibility in work has impact on job satisfaction of teachers, it is loaded with six statements and it explains 14.06% of variance with Eigen value of 6.45. Flexibility in workplace may give sufficient freedom to the teachers while performing their routine work and have high influence on job satisfaction. Employee value in the workplace may alter their job satisfaction; it has Eigen value of 5.29 and explains 9.84% of variance in data. Teachers may face situational issues while rendering their regular activities; it is loaded with four statements and explains 5.91% variance in data with Eigen value of 3.39. Finally, teaching explains 3.36E of variance in data with Eigen value of 2.85. The reliability alpha values are found at 0.91 to 0.9, which shows strong reliability of data.

Multiple regression analysis has been utilized to analyse the trustworthiness of results obtained in factor analysis. Moreover, it is also used to analyze the factors influencing job satisfaction of teachers. All six factors are considered as independent variable and job satisfaction is considered as dependent variable, which is presented in table-3.

**Table – 3: Multiple Linear Regression Analysis**

Independent Variables	Dependent Variable	Un-standardized coefficients		Beta coefficients	t value	Sign.
		B	Std. Error			
Constant	Job Satisfaction	-0.829	0.623		-1.484	0.162
Personal Welfare		0.429	0.061	0.483	7.165 <sup>@</sup>	0.032
Workplace Relationship		0.214	0.082	0.161	1.912 <sup>\$</sup>	0.061
Flexibility in Work		0.225	0.091	0.141	1.824 <sup>\$</sup>	0.025
Employee Value		0.191	0.052	0.099	0.726 <sup>*</sup>	0.353
Situational Issues		0.171	0.063	0.132	1.975 <sup>\$</sup>	0.054
Teaching		0.121	0.056	0.125	1.936 <sup>\$</sup>	0.026
R		0.813				
R <sup>2</sup>		0.661				
Adjusted R <sup>2</sup>		0.59				
F Value		43.684 <sup>@</sup>				

Note: @ significant at 1%, \$ significant at 5% and \*significant at 10%.

Table-3 exhibits that all independent variables have positive relationship with job satisfaction of teachers. Multiple regressions displays the value of R<sup>2</sup> and adjusted R<sup>2</sup> as 0.661 and 0.59 respectively, which indicates that 66% of variation on job satisfaction is explained by six underlying factors on job satisfaction. Personal welfare has high beta coefficient 0.429 and t-value 7.165 is statistically significant at 1% level. It designates that personal welfare has strong impact on job satisfaction of teachers. Workplace relationship maintains cordial relationship with management, superior, subordinate and students and flexibility in work may also increase job satisfaction of teachers. Likewise, situational issues and teaching are increases job satisfaction of teachers. Therefore, workplace relationship, flexibility in work, situational issues and teaching are statistically significant at 5% of level. Employee value have influence on job satisfaction of teachers and statistically significant at 10% level. It is concluded that all the six factors have significant influence on job satisfaction of teachers.

### 6.3. Problems due to Rigid Work Policies

Rigid work policies in the educational institutions have negative consequence on both work performance and personal commitments. It is considered important that educational institutions should create better work policies to support and enlighten teachers' role in work. The main problems due to rigid work policies are job dissatisfaction, personal leisure and commitments, health problems, high level of stress, quality of work life, high work load, changes in behaviour, and failure in family care. The results are presented in table-4.

**Table – 4: Garret Ranking Analysis**

S. No	Problems	Mean Score	Total Score	Rank
1	Poor work life balance	61.2	612	2
2	Health problems	47.2	472	8
3	High workload	47.8	478	7
4	Job dissatisfaction	52.4	524	6
5	High level of stress	63.1	631	1
6	Changes in behavior	56.3	563	5
7	Quality of work life	58.2	582	4
8	Personal leisure and commitments	60.1	601	3

(Source: Primary Data)

Table-4 demonstrates the problems due to rigid work policies on teachers. It is examined by using Garrett Score and rigid policies in work place are a main problem to the teachers. High level of stress is the most important aspect; it is a considerable problem to the teachers and scored as 631 points. Poor work life balance is the second most important problem to the teachers, it gets 612 points. Third factor is personal leisure and commitments (595) and fourth factor is quality of work life and it gets 582 points. Ineffective policies have considerable impact on changes in behaviour of teachers (563). Similarly, job dissatisfaction (524), high work load (478) and health problems (472) are the most important problem to the teachers.

### 7. CONCLUSION

In this study, the effort has provided to explore the differences in job satisfaction among teachers. If teachers work with a heavy workload and stress, they cannot be satisfied with their work and this will have a negative impact on work. Therefore, it is necessary to identify the factors that motivate teachers to feel satisfied with their work. Teachers can do wonders to turn students' raw materials into excellent finished products: complete human beings and responsible citizens. Personal profile reveals that 59% are male, 39% are in the age group of 26-35 years, 62% are completed post graduation with bachelor of education, and 35% are experienced in 3-5 years in teaching. Moreover, 43% are drawing salary between Rs.15,001 – 25,000 per month, 33% are teaching science subjects and 46% are from rural based destinations. Factor analysis shows that cumulative variance of 85.43%. In which, personal welfare explains 32.49% variance; workplace relationship explains 19.77% variance. Similarly, flexibility in work 14.06%, employee value 9.84%, situational issues 5.91% and teaching carries 3.36% on the cumulative variance explained. The reliability of factor analysis is tested through Cronbach alpha and it ranges from 0.91 to 0.96. The factor analysis shows that all variables have significant effect on job satisfaction of teachers. Multiple linear regression analysis strongly acknowledges the outcome of factor analysis. All variables have significant impact on job satisfaction of teachers working in higher secondary schools.

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