



# A STUDY ON JOB SATISFACTION OF SCHOOL TEACHERS

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## ABSTRACT

*The present study is descriptive and analytical in nature in the field of Personnel Management which is other wise known as Human Resource Management. Human resource is considered to be the most powerful and valuable asset for any organization. Human resources may be considered to be the total knowledge, skill, creative abilities, talents and aptitudes of an organization work force, as well as values, attitudes and benefits, acquired through knowledge and skills, represented by the talents and aptitude of the employed person. The job satisfaction is the talk of the day. It is true that satisfied employee contribute their maximum for the organization's goal achievement. Thus it is on the part of the employer to tackle the problem promptly to have a satisfied work face. This study on job satisfaction is an empirical investigation carried out among teachers employed in Private Schools and Government Aided Schools.*

## KEY WORDS

Human Resource Management, Job Satisfaction, Level of Satisfaction, Organization, Personnel Management, and School Teachers.

## INTRODUCTION

An organization may be manufacturing firm, a business concern an insurance company, a governmental agency, social organizations, hospital, a university, a public or private school system, or a religious trust, cause, oriented groups and even families. It may be small or large, simple or complex. An organization is a human grouping in which work is done for the accomplishment of some specific goals or missions. The goals of the organizations, will not be able the same but an organization has its own objectives, which may remain relatively constant but they are likely to be modified over a period of time, as per the changing needs and circumstances.

Human resource is considered to be the most powerful and valuable asset for any organization. Human resources may be considered to be the total knowledge, skill, creative abilities, talents and aptitudes of an organization work force, as well as values, attitudes and benefits, acquired through knowledge and skills, represented by the talents and aptitude of the employed person. It may be noted, here, that human resources should be utilized to the maximum possible extent in order to achieve individual and organizational objectives. It is thus the employee's performance, which ultimately decides the attainment of goals.

The success and growth of any organization whatever may be the character, depends upon effective use of its human resources. That is why in any organization the people employed are realized to be the richest asset as well as most problematic one to be managed and maintained. The problem of handling human resources is quite different from that of physical different from that of physical material and financial resources because the former is not standardized, interchangeable, or passive always. Thus the performance of these factors is to a large extent influenced by motivation and job satisfaction.

Education is an important index of human development. It empowers the individual with necessary skills and importance for achieving important personal and social goals and thereby contributing to the social development. The importance of education for social economic, political and environmental progress is universally recognized. Moreover, education brings about peace and amity among people though mutual understand and co-operation.

Quality education is a prerequisite for social, economic and material growth of society along with its cultural refinement. Teaching is basically a competence building, change fostering and knowledge enhancing job, which has the capability to convert any human being into a wizard. The teacher bestowed with task of not only training the students in the fundamental field of knowledge, but also providing them with critical quality of mind and character that will serve them in the hour of crisis. Hence, an attempt is made to study the job satisfaction of school teachers.

## STATEMENT OF THE PROBLEM

The study of job satisfaction is very much essential to every management comes to know the area of satisfaction and dissatisfaction and satisfied and dissatisfied group of persons. Generally it welcomes the employees' comments and suggestions, which in turn enables the management to resource the organization structure and work environment, when the employees realize that they have been recognized, they feel better to the management. This type of study also gives a clear picture to the management the defective area particularly in supervision and training to shape the employees perception.

Satisfaction is an abstract term that lacks a satisfactory definition no human being is 100 percent satisfied for if the reaches that level the causes to be human by nature. The same holds for dissatisfaction. Employees can't classify as satisfied one or dissatisfied one. A single person may have satisfaction is an aspect of the same factor. The degrees may also differ. The maintenance of satisfaction for over a period of time is impossible. The same thing that satisfies a man in the morning may not satisfy him in the evening. Even if does the degree of satisfaction in those two times may be different. In this respect dissatisfaction falls in line with its antonym.

Job satisfaction is out of the most crucial but controversial issues in industrial psychology and behavioral management in organization. In this context, a study on job satisfaction is a paramount importance, as the nature of job differs based on the category of employees and on their needs. To ensure better health and live longer at the satisfaction on the job has a positive impact even on the employee's personal like job-satisfaction has spin-off effect in developing a psychologically healthy society. Satisfied employer becomes satisfied citizens with positive attitude towards life. This motivated the researcher to study on the job satisfaction of school teachers because education is important index of human development.

## REVIEW OF LITERATURE

A study by the Indian Bank's Association (2002) on the job satisfaction among bank employees reveals that the overall satisfaction is lowest in private banks. In the case of SBI and its associates, the figure is 23% while 25 percent of the nationalized bank staff suffers from poor job satisfaction; only 28% of the private sector bank employees surveyed has a high level of job satisfaction as against 27% in nationalized banks and 25% in the state bank group. Interestingly, job satisfaction is highest in the clerical category and lowest among executive for all banks. Thimmanna G Bhat (2016) in a research paper titled "A Study on Challenges in Human Resource Management", aims at studying the challenges in HRM. It suggested measures to overcome the challenges and highlight the emerging challenges in HRM. Atyeh Mohammed Alzhrani (2020) in an article "A Research Paper on Human Resources Planning, Process and Developing" address the career development and the stages of a career program. It reflects on the evolution of the individual's work over time, emphasizing the stages: exploration (attempt of new roles), establishment, maintenance and descent, demarcating activities by stages of development, their relationship with the chronological age of the individual and the relative level of participation and influence, associated with each stage.

## OBJECTIVE OF THE STUDY

The main objective of the study is to analyse the level of job satisfaction of school teachers in Madurai District.

## METHODOLOGY

The study is based on both primary and secondary data. Primary data have been collected from the sample school teachers who are working in Private (Matriculation) Schools and Government Aided (Non-Matriculation) Schools through interview schedule. The secondary data have been collected from various books, journals, articles, magazines and related researches.

Data were collected through a specially designed job satisfaction interview schedule. A total sample of 150 comprising of 75 Private School Teachers and 75 Government Aided School Teachers were selected from Madurai District for the study. Before finalization, the schedule were given to the 15 sample teachers and pre-tested properly. Finally, the revised schedule consists of 24 components covering all the aspects. For analyzing the job satisfaction of school teachers, the collected data through schedule were tabulated. Hypotheses were also framed and tested.

## LEVEL OF JOB SATISFACTION

To study the level of job satisfaction school teachers, 75 teachers from Private School and 75 teachers Government Aided School were selected for collecting information. The information collected from the sample respondents and is classified into high and low. The level of job satisfaction of school has been analysed through percentage and chi-square test. The results are based on the collected information only.

### Type of School and Level of Job Satisfaction

An overall view of the job satisfaction level is given in the Table 1. A statistical hypothesis is also framed for testing, i.e. there is no significant difference in the level of job satisfaction between Private School and Government Aided School teachers.

**Table 1**  
**Type of School and Level of Job Satisfaction**

| Type of School           | Level of Job Satisfaction |            | Total     |
|--------------------------|---------------------------|------------|-----------|
|                          | High                      | Low        |           |
| Private Schools          | 25 (33.3%)                | 50 (66.7%) | 75 (100%) |
| Government Aided Schools | 37 (49.3%)                | 38 (50.7%) | 75 (100%) |
| Total                    | 62                        | 88         | 150       |

Calculated Value of Chi-square = 4.31

Table 1 show that out of 75 teachers from Private Schools, 25 are feeling high job satisfaction and 50 are feeling low job satisfaction. But in the case of Government Aided School teachers, out of 75 respondents 37 are feeling high job satisfaction and 38 are feeling low job satisfaction. The chi-square test reveals that there is no association between level of job satisfaction and type of schools.

### Gender and Level of Job Satisfaction

An attempt is made to analyze the level of satisfaction on the basis of gender and the result is presented in the following Table 2. The hypothesis framed as “there is no association between gender and the level of job satisfaction in school teachers”.

**Table 2**  
**Gender and Level of Job Satisfaction**

| Gender | Level of Job Satisfaction |     | Total |
|--------|---------------------------|-----|-------|
|        | High                      | Low |       |
| Male   | 29                        | 31  | 60    |
| Female | 33                        | 57  | 90    |
| Total  | 62                        | 88  | 150   |

Calculated Value of Chi-square = 2.21

It is clear from Table 2 that out of 60 male teachers 29 are feeling high job satisfaction and out of 90 female teachers 33 are feeling high job satisfaction. Hence, it is concluded that the male teachers are always highly job satisfied than the female teachers. The calculated value is less than the table value. Hence, the hypothesis is accepted. The chi-square test indicates that there is no relationship between gender and level of job satisfaction.

### Age and Level of Job Satisfaction

In the present study, there were teachers in different age groups. Hence, the researcher feels that it is appropriate to consider age as one of the deciding factors of the level of job satisfaction. The nature of relationship between age of a teacher and level of job satisfaction is discussed in Table 3. The hypothesis framed as “there is no significant association between age and level of job satisfaction”.

**Table 3**  
**Relationship between Age and Level of Satisfaction**

| Age Level      | Level of Job Satisfaction |           | Total      |
|----------------|---------------------------|-----------|------------|
|                | High                      | Low       |            |
| Below 25 Years | 12                        | 48        | 60         |
| 25 to 35 Years | 21                        | 19        | 40         |
| 35 to 45 Years | 17                        | 8         | 25         |
| Above 45 Years | 12                        | 13        | 25         |
| <b>Total</b>   | <b>62</b>                 | <b>88</b> | <b>150</b> |

Calculated Value of Chi-square = 21.10

Table 3 reveals that out of 60 teachers with age below 25 years, 12 are feeling high job satisfaction and 48 are felt low. In the next 25 to 35 age group, 21 teachers are highly satisfied out of total of 40. Out of 25 respondents in the age group ‘35 to 45 years’, 17 are highly satisfied. In the age group ‘above 45 years’, majority respondents, i.e. 13 respondents, have low satisfaction level. Through the chi-square test result it is inferred that job satisfaction is not a dependent factor of age.

### Education and Level of Job Satisfaction

It is unavoidable to study the effect of qualification on the level of job satisfaction. A qualification used in the study refers to educational qualification possessed by the teacher at the time of taking this research. The qualification and job satisfaction were related by using the hypothesis as “there is no significant difference between educational qualification and level of job satisfaction”.

**Table 4**  
**Education and Level of Job Satisfaction**

| Education               | Level of Job Satisfaction |           | Total      |
|-------------------------|---------------------------|-----------|------------|
|                         | High                      | Low       |            |
| Graduate                | 5                         | 15        | 20         |
| Post Graduate           | 8                         | 10        | 18         |
| Teacher Training Course | 32                        | 33        | 65         |
| B.Ed.                   | 17                        | 30        | 47         |
| <b>Total</b>            | <b>62</b>                 | <b>88</b> | <b>150</b> |

Calculated Value of Chi-square = 20.27

Table 4 shows that out of 150 respondents, 65 respondents have studied teacher training courses. Of them, 33 have low level of satisfaction. Among the 47 B.Ed. degree holders, 30 respondents feel low satisfaction in their job. It is inferred from the Table 4 that majority of respondents feels low satisfaction in their job. The chi-square test based on this table also proves that there is significant dependence between level of job satisfaction and educational qualification.



### Marital Status and Level of Job Satisfaction

The variable marital status is considered as one of the factor for considering the level of satisfaction. The researcher has analysed the marital status and job satisfaction level by setting the hypothesis as “there is no significant relationship between marital status and job satisfaction of school teachers”.

**Table 5**  
**Marital Status and Level of Job Satisfaction**

| Marital Status | Level of Job Satisfaction |           | Total      |
|----------------|---------------------------|-----------|------------|
|                | High                      | Low       |            |
| Married        | 45                        | 25        | 70         |
| Unmarried      | 17                        | 63        | 80         |
| <b>Total</b>   | <b>62</b>                 | <b>88</b> | <b>150</b> |

Calculated Value of Chi-square = 30.49

Table 5 reveals that out of 70 married teachers, 45 are feeling high job satisfaction, and 25 are feeling low job satisfaction. Out of 80 unmarried teachers, 63 have low job satisfaction and 17 having high job satisfaction. It is inferred from the study that married respondents have high level of satisfaction on their job. It is also proved from the chi-square test that there is relationship between marital status and level of job satisfaction.

### Income and Level of Job satisfaction

The researcher has made an attempt to analyse the level of job satisfaction based on the income of the teacher, because income is considered as one of the important variable. The hypothesis set for this variable is “there is no significant relationship between income and level of job satisfaction”.

**Table 6**  
**Income and Level of Job Satisfaction**

| Income                 | Level of Job Satisfaction |           | Total      |
|------------------------|---------------------------|-----------|------------|
|                        | High                      | Low       |            |
| Less than Rs.10,000    | 6                         | 23        | 29         |
| Rs.10,000 to Rs.15,000 | 7                         | 11        | 18         |
| Rs.15,000 to Rs.20,000 | 26                        | 14        | 40         |
| Above Rs.20,000        | 23                        | 40        | 63         |
| <b>Total</b>           | <b>62</b>                 | <b>88</b> | <b>150</b> |

Calculated Value of Chi-square = 58.49

It is evident from Table 6 that out of 29 respondents in ‘less than Rs.10000’ income category, 6 are feeling high job satisfaction and 23 are feeling low satisfaction. In the ‘above Rs.20,000’ income category, majority of respondents, i.e. 40 respondents out of 63, have low level of satisfaction. Table 6 shows that a majority of respondents have high level satisfaction in the income category of Rs.15000 to Rs.20000. The framed hypothesis is rejected and hence it is concluded that there is relationship between Income and level of job satisfaction.

### Family Size and Level of Job Satisfaction

Table 7 shows the relationship between family size and level of job satisfaction. The following hypothesis is framed for this purpose, i.e. “there is no association between size of the family and level of job satisfaction of the school teachers”.

**Table 7**  
**Family Size and Level of Job Satisfaction**

| Family Size     | Level of Job Satisfaction |           | Total      |
|-----------------|---------------------------|-----------|------------|
|                 | High                      | Low       |            |
| Upto 2 Members  | 31                        | 51        | 82         |
| 3 to 4 Members  | 14                        | 10        | 24         |
| 5 to 6 Members  | 13                        | 13        | 26         |
| Above 6 Members | 4                         | 14        | 18         |
| <b>Total</b>    | <b>62</b>                 | <b>88</b> | <b>150</b> |

Calculated Value of Chi-square = 5.70

It is clear from the Table 7 that majority of teachers have low level of job satisfaction which is evident from the family size of ‘upto 2 members’ and ‘above 6 members’. Only 14 respondents out of 24 have high level of job satisfaction. As the calculated value of greater than the table value at 5% level, the hypothesis is rejected. It concludes from the above information that family size of the teachers’ influences the level of job satisfaction.

### Nature of Family and Level of Job Satisfaction

Table 8 shows the relationship between nature of family and level of job satisfaction. The hypothesis framed for this is as “there is no association between nature of family and level of job satisfaction”.

**Table 8**  
**Nature of Family and Level of Job Satisfaction**

| Nature of family | Level of Job Satisfaction |     | Total |
|------------------|---------------------------|-----|-------|
|                  | High                      | Low |       |
| Joint            | 29                        | 26  | 55    |
| Individual       | 33                        | 62  | 95    |
| Total            | 62                        | 88  | 150   |

Calculated Value of Chi-square = 6.93

Table 8 reveals that out of 150 teachers, 55 are in joint family nature and 95 teachers family type is individual type. Majority of joint family members opines that the level of job satisfaction is high than the individual family category. The chi-square test indicates that there is relationship between family size and level of job satisfaction.

### Experience and Level of Job Satisfaction

There is an absolute controversy prevails among the authors in the field of personal management and among different researchers ventured in this area regarding the experience of the employees and their job satisfaction. Based on this fact, the researcher is interested to study the relationship between experience and level of job satisfaction for which the hypothesis framed is as “there is an independent relationship between experience and level of job satisfaction”.

**Table 9**  
**Experiene and Level of Job Satisfaction**

| Experience     | Level of Job Satisfaction |     | Total |
|----------------|---------------------------|-----|-------|
|                | High                      | Low |       |
| Below 5 Years  | 27                        | 45  | 72    |
| 5 to 10 Years  | 19                        | 15  | 34    |
| 11 to 15 Years | 10                        | 26  | 36    |
| Above 15 Years | 6                         | 2   | 8     |
| Total          | 62                        | 88  | 150   |

Calculated Value of Chi-square = 19.26

It is evident from Table 9 that out of 72 respondents who are having ‘below 5 years’ experience, a major portion of respondents have low level of satisfaction. It is also depicted in ‘11 to 15 years’ experience category. Only a minimum portion of respondents have high level of satisfaction which is evidenced in ‘5 to 10 years’ and ‘above 15 years’ experience categories. It is inferred from above information that the above hypothesis is rejected. Hence, there is a relationship between experience and level of job satisfaction.

### MAJOR FINDINGS

1. It is evident from the study that the male teachers are highly satisfied than the female teachers.
2. The study shows that the teachers in 25 to 45 years age group have high level satisfaction than the other age groups.
3. In this study, most of the teachers having teachers training course and B.Ed. degree course have low level of satisfaction.
4. It is inferred from the study that married respondents have high level of satisfaction on their job.
5. It is clear that a major portion of respondents falls in ‘less than Rs.10,000’ and ‘above s.20,000’ income category and they have low level of satisfaction in their job.
6. It is clear that majoriy of teachers have low level of job satisfaction which is evident from the family size of ‘upto 2 members’ and ‘above 6 members’.
7. Majority of joint family members opines that the level of job satisfaction is high than the individual family category.
8. A major portion of respondents have low level of satisfaction which is evidenced in ‘below 5 years’ and ‘11 to 15 years’ experience category.

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