

# A STUDY ON THE RELATIONSHIP BETWEEN DEMOGRAPHIC FACTORS AND JOB SATISFACTION, EMPOWERMENT, INVOLVEMENT, LOYALTY OF B-SCHOOL TEACHERS IN THE CITY OF MUMBAI

**Dr. Rajesh Mankani**

B'Com, DSM, MBA (HR), LLB, UGC-NET (Management), UGC-SET (Management), PhD  
(Management)

Faculty: Lala Lajpatrai College of Commerce & Economics  
Visiting Faculty in Management/HR/Family Managed Businesses  
Corporate Trainer & Management Consultant

## ABSTRACT

Academicians who are employed as teaching professionals in B-Schools have the responsibility of helping students to grow in stature and personality and prepare them to shoulder the responsibility of the corporate world. This demands that they give out their best and likewise, the Institutions where they are employed expect the best from them. The academicians on their part expect a conducive work environment, which among other things facilitates *job satisfaction empowerment, involvement*. The employing Institutions (B-Schools) should view these as essential factors for building *employee loyalty*.

While these attributes are essential from the point of view of both, the teachers as well as the B-Schools employing them, a question worth considering is that do the various demographic factors, in particular, Age, Gender, Position Level, Area of Expertise have an effect and create a significant difference on enhancing or reducing the extent of the above important attributes in a B-School teacher? Or are these attributes entirely dependent on the conditions of work of these teachers. In other words, are there intrinsic factors or only extrinsic factors which are alone responsible for the extent of these attributes present in B-School teachers. This study was therefore conducted to find out the impact or relationship between the abovenamed demographic factors and the attributes mentioned above.

**Keywords:** Job Satisfaction, Involvement, Empowerment, Loyalty & affiliation, B-Schools

## I. Introduction

**Education is most important institutional organization of a nation; it plays a significant role in the development of any country.** It enables a country to stand on her feet. Education field is considered as one of the most respected field and has become the need of the hour as it helps in moulding a person into a knowledgeable, well mannered and talented individual. . In this context it becomes very much important to study about that element, teacher, who shape the students future. In the field of human endeavour, there could be no greater work than that of a teacher. The teacher plays an important role in the desired transformation and improvement. Teachers are the pillars of the society, who help students to grow and shoulder the responsibility of raking their nation ahead of others. They desire security, recognition, new experience and independence.

Academicians who are employed as teaching professionals in B-Schools have the responsibility of helping students to grow in stature and personality and prepare them to shoulder the responsibility of the corporate

world. This demands that they give out their best and likewise, the Institutions where they are employed expect the best from them. The academicians on their part expect a conducive work environment, which among other things facilitates *job satisfaction empowerment, involvement*. The employing Institutions (B-Schools) should view these as essential factors for building *employee loyalty*.

While these attributes are essential from the point of view of both, the teachers as well as the B-Schools employing them, a question worth considering is that do the various demographic factors, in particular, Age, Gender, Position Level, Area of Expertise have an effect and create a significant difference on enhancing or reducing the extent of the above important attributes in a B-School teacher? Or are these attributes entirely dependent on the conditions of work of these teachers. In other words, are there intrinsic factors or only extrinsic factors which are alone responsible for the extent of these attributes present in B-School teachers. This study was therefore conducted to find out the impact or relationship between the abovenamed demographic factors and the attributes mentioned above.

## II. Review of Literature

**Michalinos Zembylas, Elena Papanastasiou (2004)**, examined job satisfaction and motivation among teachers in Cyprus – a small developing country in the Eastern Mediterranean. An adapted version of the questionnaire developed by the “Teacher 2000 Project” was translated into Greek and used for the purposes of this study that had a sample of 461 K-12 teachers and administrators

**John J. De Nobile, John McCormick (2008)**, examined the relationships between the biographical characteristics gender, age, years of experience and employment position, and job satisfaction of staff members in Catholic primary schools

The study by **Naceur Jabnoun, Chan Yen Fook (2001)**, identified the factors affecting job satisfaction among teachers at three selected secondary schools in Selangor. They also sought to determine the relationships between the factors of job satisfaction and certain demographic variables

The authors, **Ronit Bogler, Adam E. Nir (2012)**, aimed to investigate the mediating effect of teacher empowerment on the relationship between teachers' perception of their school support and their intrinsic and extrinsic job satisfaction

## III. Research Methodology

### i. Research Problem

*In B-schools, interventions like empowerment and involvement of teachers are the major drivers towards job satisfaction and the consequential loyalty and affiliation to the B-schools they are employed in. However the problem arose on the question whether the demographic factors like Age, Gender, Position Level, Area of Expertise have any impact on the extent of enhancing or reducing these attributes in the B-school teachers*

### ii. Objectives of the Study

1. To study the relationship or impact of demographic factors like Age, Gender, Position Level & Area of Expertise on the extent of attributes such as Job satisfaction, Involvement, Empowerment & Loyalty of B-School teachers

### iii. Sources of Data

#### Primary Data

Survey and Schedule using a structured questionnaire was collected from B-School Teachers in the city of Mumbai

#### Secondary Data

- Literature from Text Books
- Literature from articles published in Newspapers & Magazines
- Literature from the articles published in journals pertaining to Job satisfaction, empowerment, involvement and loyalty & affiliation.
- Literature from Websites

### iv. Research Design

The research aimed to cover the various facets of Job Satisfaction of B-School Teachers. It would be descriptive in nature because it measures the impact of Teacher's involvement, teacher's empowerment on teacher's satisfaction resulting in teacher's loyalty and consequent affiliation to B-Schools. The data has been collected from the B-School teachers and their responses are analyzed by using appropriate statistical tools. Thus the research design adopted for the study will be Quantitative Descriptive Cross-sectional design to cover the various facets of the study

### v. Sampling Design

**Sampling Unit:** The sampling unit was identified by the researcher before selection of the sample. Thus for the specific reasons (logistics, cost, heterogeneous crowd) the sampling unit selected was B-Schools in and around Mumbai and the specific individuals belonging to this region.

**Type of Sample:** Simple Random Sampling method is highly suitable and was used for selecting the teachers from B-Schools as the elements were clearly identified without any difficulty.

**Size of the Sample:** The Sample Size is 120 B-School Teachers

### vi. Limitations of the Study

1. The study was restricted only to the city of Mumbai. Thus views of respondents from other places were not given an opportunity for consideration in the study
2. Time, Cost & Logistical difficulties were genuine limitations for the study
3. The responses received for the study may have elements of personal biases to varying degrees over which the researcher cannot claim any control
4. The sample size was only restricted to 120 due to time, cost & logistical difficulties thereby preventing a more wider range of views finding place in the study

**IV. Data Analysis & Interpretation****1. Demographic factor: Gender****Descriptives**

	Gender	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min	Max
						Lower Bound	Upper Bound		
% Job Satisfaction	Male	62	51.9355	19.33331	2.45533	47.0257	56.8452	12.86	77.14
	Female	58	56.0099	14.96567	1.96509	52.0748	59.9449	12.86	75.71
	Total	120	53.9048	17.40864	1.58918	50.7580	57.0515	12.86	77.14
% Empowerment	Male	62	49.6944	16.57263	2.10473	45.4857	53.9031	15.79	75.79
	Female	58	53.3575	13.45313	1.76648	49.8202	56.8949	22.11	73.68
	Total	120	51.4649	15.19402	1.38702	48.7185	54.2113	15.79	75.79
% Involvement	Male	62	50.3812	20.79412	2.64086	45.1005	55.6619	10.91	76.36
	Female	58	57.3668	15.49969	2.03521	53.2913	61.4422	10.91	85.45
	Total	120	53.7576	18.68179	1.70541	50.3807	57.1345	10.91	85.45
% Loyalty	Male	62	50.9677	21.94607	2.78715	45.3945	56.5410	12.50	80.00
	Female	58	56.4224	17.57885	2.30822	51.8003	61.0445	12.50	75.00
	Total	120	53.6042	20.05977	1.83120	49.9782	57.2301	12.50	80.00

The above table gives mean % Teacher's job satisfaction, % Teacher's empowerment, % Teacher's involvement, % Teacher's loyalty and affiliation to B-Schools by Gender

**ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
% Job Satisfaction	Between Groups	497.461	1	497.461	1.650	.201
	Within Groups	35566.757	118	301.413		
	Total	36064.218	119			
% Empowerment	Between Groups	402.109	1	402.109	1.753	.188
	Within Groups	27070.014	118	229.407		
	Total	27472.124	119			
% Involvement	Between Groups	1462.306	1	1462.306	4.306	.040
	Within Groups	40069.815	118	339.575		
	Total	41532.121	119			
% Loyalty	Between Groups	891.612	1	891.612	2.239	.137
	Within Groups	46993.336	118	398.249		
	Total	47884.948	119			

To find whether teacher's job satisfaction, teacher's empowerment, teacher's involvement and teacher's loyalty and affiliation to B-Schools are significant or not between Gender, the researcher has made an attempt to test using ANALYSIS OF VARIANCE (ANOVA). The first table gives the different descriptive whereas the second table gives the significant factors.

The above table shows whether there is a significant difference in the mean teacher's job satisfaction, teacher's empowerment, teacher's involvement and teacher's loyalty and affiliation to B-Schools by Gender. The last column (Sig.) is called P-value. If  $P \leq 0.05$  then the mean teacher's job satisfaction, teacher's empowerment, teacher's involvement and teacher's loyalty and affiliation to B-Schools is different between Gender.

The P value for teacher's involvement is less than 0.05. Therefore there is a significant difference between males and females in teacher's involvement ( $P=0.04$ ). Females are more involved than males, when Gender is considered.

The P-values is more than 0.05 for teacher's job satisfaction, teacher's empowerment and teacher's loyalty and affiliation to B-Schools. Hence there is no significant difference between Genders regarding teacher's job satisfaction, teacher's empowerment and teacher's loyalty and affiliation to B-Schools

## 2. Demographic factor: Age Groups

### Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
						Lower Bound	Upper Bound
	Age						
% Job Satisfaction	25-35	41	55.1220	14.44545	2.25600	50.5624	59.6815
	36-45	54	55.1852	16.40200	2.23203	50.7083	59.6621
	46 & above	25	49.1429	23.04240	4.60848	39.6314	58.6543
	Total	120	53.9048	17.40864	1.58918	50.7580	57.0515
% Empowerment	25-35	41	51.4506	13.14145	2.05235	47.3026	55.5985
	36-45	54	52.5926	15.21973	2.07114	48.4384	56.7468
	46 & above	25	49.0526	18.34068	3.66814	41.4820	56.6233
	Total	120	51.4649	15.19402	1.38702	48.7185	54.2113
% Involvement	25-35	41	54.5011	16.50188	2.57716	49.2925	59.7097
	36-45	54	54.1414	17.47750	2.37839	49.3710	58.9119
	46 & above	25	51.7091	24.42214	4.88443	41.6281	61.7901
	Total	120	53.7576	18.68179	1.70541	50.3807	57.1345
% Loyalty	25-35	41	55.3049	17.00363	2.65552	49.9379	60.6719
	36-45	54	54.5370	20.22908	2.75283	49.0156	60.0585
	46 & above	25	48.8000	24.05636	4.81127	38.8700	58.7300
	T Total	120	53.6042	20.05977	1.83120	49.9782	57.2301

The above table gives mean % Teacher's job satisfaction, % Teacher's empowerment, % Teacher's involvement, % Teacher's loyalty and affiliation to B-Schools by Age Groups.

### ANOVA

		Sum of Squares	Df	Mean Square	F	Sig.
% Job Satisfaction	Between Groups	716.169	2	358.085	1.185	.309
	Within Groups	35348.049	117	302.120		
	Total	36064.218	119			
% Empowerment	Between Groups	214.156	2	107.078	.460	.633
	Within Groups	27257.968	117	232.974		
	Total	27472.124	119			
% Involvement	Between Groups	135.530	2	67.765	.192	.826
	Within Groups	41396.592	117	353.817		
	Total	41532.121	119			
% Loyalty	Between Groups	742.583	2	371.291	.921	.401
	Within Groups	47142.365	117	402.926		
	Total	47884.948	119			

To find whether teacher's job satisfaction, teacher's empowerment, teacher's involvement and teacher's loyalty and affiliation to B-Schools are significant or not by Age Groups, the researcher has made an attempt to test using ANALYSIS OF VARIANCE (ANOVA).

The first table gives the different descriptive whereas the second table gives the significant factors.

**The above table shows whether there is a significant difference in the mean teacher's job satisfaction, teacher's empowerment, teacher's involvement and teacher's loyalty and affiliation to B-Schools between Age groups. The last column (Sig.) is called P-value. If  $P \leq 0.05$  then the mean teacher's job satisfaction, teacher's empowerment, teacher's involvement and teacher's loyalty and affiliation to B-Schools is different between Age Groups.**

**In above table all the P-values are  $> 0.05$ , hence there is no significant difference between Age Groups regarding teacher's job satisfaction, teacher's empowerment, teacher's involvement and teacher's loyalty and affiliation to B-Schools**

### 3. Demographic factor: Area of Expertise

#### Descriptives

	Expertise	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min	Max
						Lower Bound	Upper Bound		
% Job Satisfaction	HR	40	58.2500	11.89298	1.88045	54.4464	62.0536	12.86	71.43
	Marketing	38	53.3083	18.90874	3.06740	47.0931	59.5234	12.86	77.14
		19	54.7368	15.17885	3.48227	47.4209	62.0528	12.86	68.57

	Finance								
	Operations/IT	23	46.6460	22.54087	4.70010	36.8986	56.3934	12.86	72.86
	Total	120	53.9048	17.40864	1.58918	50.7580	57.0515	12.86	77.14
% Empowerment	HR	40	53.9474	12.85840	2.03309	49.8351	58.0597	15.79	70.53
	Marketing	38	51.4958	15.80062	2.56320	46.3023	56.6894	22.11	75.79
	Finance	19	51.4127	14.33136	3.28784	44.5052	58.3202	22.11	71.58
	Operations/IT	23	47.1396	18.35588	3.82747	39.2019	55.0773	22.11	73.68
	Total	120	51.4649	15.19402	1.38702	48.7185	54.2113	15.79	75.79
% Involvement	HR	40	57.9545	13.45686	2.12772	53.6508	62.2583	10.91	70.91
	Marketing	38	51.9139	21.15156	3.43124	44.9615	58.8662	10.91	85.45
	Finance	19	56.0766	14.16501	3.24968	49.2492	62.9039	10.91	69.09
	Operations/IT	23	47.5889	23.83043	4.96899	37.2839	57.8940	10.91	70.91
	Total	120	53.7576	18.68179	1.70541	50.3807	57.1345	10.91	85.45
% Loyalty	HR	40	57.9375	15.34734	2.42663	53.0292	62.8458	12.50	70.00
	Marketing	38	51.8421	21.46402	3.48192	44.7871	58.8972	12.50	80.00
	Finance	19	55.0000	18.91134	4.33856	45.8850	64.1150	12.50	80.00
	Operations/IT	23	47.8261	24.80955	5.17315	37.0976	58.5545	12.50	75.00
	Total	120	53.6042	20.05977	1.83120	49.9782	57.2301	12.50	80.00

The above table gives mean % Teacher's job satisfaction, % Teacher's empowerment, % Teacher's involvement, % Teacher's loyalty and affiliation to B-Schools by Area of Expertise.

### ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
% Job Satisfaction	Between Groups	1993.793	3	664.598	2.263	.085
	Within Groups	34070.425	116	293.711		
	Total	36064.218	119			
% Empowerment	Between Groups	676.885	3	225.628	.977	.406
	Within Groups	26795.238	116	230.993		
	Total	27472.124	119			
% Involvement	Between Groups	1811.128	3	603.709	1.763	.158
	Within Groups	39720.993	116	342.422		
	Total	41532.121	119			
% Loyalty	Between Groups	1673.997	3	557.999	1.401	.246
	Within Groups	46210.951	116	398.370		
	Total	47884.948	119			

To find whether teacher's job satisfaction, teacher's empowerment, teacher's involvement and teacher's

loyalty and affiliation to B-Schools are significant or not by **Area of Expertise**, the researcher has made an attempt to test using ANALYSIS OF VARIANCE (ANOVA).

THE first table gives the different descriptive whereas the second table gives the significant factors.

**The last column (Sig.) is called P-value. If  $P \leq 0.05$  then the mean teacher's job satisfaction, teacher's empowerment, teacher's involvement and teacher's loyalty and affiliation to B-Schools is different between Area of Expertise.**

**In above table all the P-values are  $> 0.05$ , hence there is no significant difference between Area of Expertise regarding teacher's job satisfaction, teacher's empowerment, teacher's involvement and teacher's loyalty and affiliation to B-Schools.**

#### 4. Demographic factor: Position Level

##### Descriptives

	Position	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min	Max
						Lower Bound	Upper Bound		
% Job Satisfaction	Asstt Prof	55	53.6364	14.74863	1.98871	49.6492	57.6235	12.86	77.14
	Assoc Prof	30	57.9524	16.54832	3.02130	51.7731	64.1316	12.86	71.43
	Prof	35	50.8571	21.38988	3.61555	43.5095	58.2048	12.86	75.71
	Total	120	53.9048	17.40864	1.58918	50.7580	57.0515	12.86	77.14
% Empowerment	Asstt Prof	55	49.7990	13.65550	1.84131	46.1074	53.4906	15.79	75.79
	Assoc Prof	30	55.7193	15.02425	2.74304	50.1092	61.3294	22.11	70.53
	Prof	35	50.4361	17.25570	2.91675	44.5085	56.3636	22.11	73.68
	Total	120	51.4649	15.19402	1.38702	48.7185	54.2113	15.79	75.79
% Involvement	Asstt Prof	55	53.1240	16.52998	2.22890	48.6553	57.5926	10.91	76.36
	Assoc Prof	30	57.1515	17.90818	3.26957	50.4645	63.8385	10.91	76.36
	Prof	35	51.8442	22.34816	3.77753	44.1673	59.5210	10.91	85.45
	Total	120	53.7576	18.68179	1.70541	50.3807	57.1345	10.91	85.45
% Loyalty	Asstt Prof	55	52.6818	18.21842	2.45657	47.7567	57.6069	12.50	80.00
	Assoc Prof	30	57.7500	19.80889	3.61659	50.3532	65.1468	12.50	80.00
	Prof	35	51.5000	22.92250	3.87461	43.6258	59.3742	12.50	75.00
	Total	120	53.6042	20.05977	1.83120	49.9782	57.2301	12.50	80.00

**The above table gives mean % Teacher's job satisfaction, % Teacher's empowerment, % Teacher's involvement, % Teacher's loyalty and affiliation to B-Schools by Position Level.**



**ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
% Job Satisfaction	Between Groups	820.538	2	410.269	1.362	.260
	Within Groups	35243.680	117	301.228		
	Total	36064.218	119			
% Empowerment	Between Groups	732.672	2	366.336	1.603	.206
	Within Groups	26739.451	117	228.542		
	Total	27472.124	119			
% Involvement	Between Groups	495.786	2	247.893	.707	.495
	Within Groups	41036.335	117	350.738		
	Total	41532.121	119			
% Loyalty	Between Groups	717.391	2	358.696	.890	.414
	Within Groups	47167.557	117	403.142		
	Total	47884.948	119			

To find whether teacher's job satisfaction, teacher's empowerment, teacher's involvement and teacher's loyalty and affiliation to B-Schools are significant or not by Position Level, the researcher has made an attempt to test using ANALYSIS OF VARIANCE (ANOVA).

The first table gives the different descriptive whereas the second table gives the significant factors.

**The last column (Sig.) is called P-value. If  $P \leq 0.05$  then the mean teacher's job satisfaction, teacher's empowerment, teacher's involvement and teacher's loyalty and affiliation to B-Schools is different between Position Level.**

**In above table all the P-values are  $> 0.05$ , hence there is no significant difference between Position Level regarding teacher's job satisfaction, teacher's empowerment, teacher's involvement and teacher's loyalty and affiliation to B-Schools etc**

**V. Conclusion**

It can be concluded that Gender was the most significant demographic factor in influencing the teacher's job satisfaction. The study further showed that the female teachers are more involved than male teachers. The results conclude that teacher's job satisfaction is a central variable in order to explain teacher's empowerment, teacher's involvement and teacher's loyalty & affiliation to B-Schools. The results highlight the importance of policies regarding recruitment and promotion, in order to enhance the attractiveness of the academic career for talented young academics as well as retention of academics

**VI. Suggestion & Recommendations**

In general, the study has provided some exploratory information to understand the factors that influence job satisfaction. It has provided some insight for further research and the area or factors that need to be emphasized in order to have effective future research.

It is suggested that B-Schools should encourage competitive work culture at the work place and ensure that due recognition / reward / compensation is given to the deserving teachers based on their performance. Reward and recognition goes a long way in influencing the job satisfaction of the teachers.

Findings indicate that since job satisfaction is a strong predictor of intent to quit, organizations should consider giving attention to recruitment and hiring, benefits and compensation, evaluation and supervision, tenure, and age as they seek to improve the job satisfaction of employees in the organization. Good working conditions, not much of work load, canteen and transport facilities and infrastructure facilities could bring about an alteration in the attitude of the teaching staff towards the job they do

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