



## **“TEAM WORK AND JOB SATISFACTION”**

**Mrs. Karuna, K<sup>2</sup>**

Research scholar in Commerce

(Ppcom 042)

Rayalaseema University,

Kurnool, A.P. India

**Dr. M. Prabhakar Reddy <sup>1</sup>**

Associate Professor,

Badruka PG college of Commerce

(Affiliated to Osmania Univ),

Kachiguda, Hyderabad

Telangana, India

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### **Abstract:**

Teamwork, as an important instrument of new forms of work organization, is essentially a specific organizational measure that may display many different features. In-fact modern organizations emphasize on team work rather than the individual work. While business crosses leap and bounds one can no more rely on one's individual effort to succeed. Technological breakthrough made the people stay in touch with each other in the team throughout the day. This is the reason why the ability to lead a team and work as a team is imperative for the growth of any workplace. In any given organization team work results in learning, work distribution; healthy competition reduces stress and gives immense job satisfaction which results in enhancing the teaching abilities. A well-structured, pilot tested questionnaire is administered to a sample size of 200 at random to teaching faculty in selected colleges located at Hyderabad city. The collected data was analyzed with the help of simple percentage method apart from data validity tests like standard deviation, variance and other tools as applicable. The outcome shows that teamwork results in reducing work stress and enhances confidence at work and deliverables which ultimately enhances the Job satisfaction. The article also suggests some ways to develop team skills and encourage performance of teachers in delivering their best.

**Keywords:** Satisfaction, Training, decision making, problem solving, management, efficiency.

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## **2) Introduction:**

Like many other countries of the world in India also, there is a general feeling that the teachers do not have satisfaction in their jobs. There seems to be a growing discontentment towards their job due to which there is a decline in the academic standards. Teachers are dissatisfied despite different plans and programs which have been implemented by the Government as well the school managements to improve their job.

Job satisfaction consists of the complete set of feelings-about the nature of the job promotion, nature of supervision, student behavior, management expectation etc. that an individual has about his job. If the sum of all these influence of these factors gives rise to feeling of satisfaction, then the individual has job satisfaction, Teacher's job satisfaction which is 'linked to teachers' work performance, includes teachers' involvement, commitment, and motivation in the job. It is not only important for teachers but is influential on students and schools in general. Teachers' satisfaction with their career may have strong implications for student learning. Specifically, a teacher's satisfaction with his or her career may influence the quality and stability of instruction given to students.

The extent of job satisfaction is very much affected by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships with the work group and the degree to which individuals succeed or fail in their work. Intrinsic factors may be associated with student behavior, performance in the class room while extrinsic factors can be related with teacher's salary, support from administrators, school safety, availability of resources and proper training support etc. Some other variables have significant interactions with teacher's job satisfaction, namely; gender, age, experience and position.

As our workplace is where we spend most of our day, it helps to be open to the concept of working together as a team. As educational establishments expand and grow, one can no more rely on an individual effort to succeed. People must work together, especially with an educational entrepreneurship going global. Teamwork enhances skills of coordination, communication and in a way forces us to see the bigger picture, where individualistic dreams must transcend into collective wants. Trust is vital for holding a team together, especially through failures. Failures are inevitable, but in its face how a team copes, survives and paves a winning path is where the team's strength lies. Team work in the workplace leads to better learning, work distribution, healthy competition, and immense job satisfaction.

The aim of this article is to present a correlation between the team work and job satisfaction. A sample of about 200 teachers working in both private and public colleges in Hyderabad is collected and analyzed with statistical tools like mean, standard deviation and variance.

## **3) Review of literature:**

Psychologists have explained the phenomenon of job satisfaction by examining and understanding the feelings or feedback of individuals. Teachers' job satisfaction has perhaps been investigated more and more, often in relationship to teacher stress, job commitment, professional autonomy, school climate and so on. (Schuler, 1986).

Chase, (1985) reported in a study in the early that freedom in planning work, adequacy of salary, feelings about quality leadership, and participation in educational and personnel policy planning

affected satisfaction. Two major theoretical approaches are often cited in literature across disciplines: Herzberg's dual-factor theory (1959) and Quarstein et al's situational occurrences theory (1992). Herzberg distinguishes between motivator and hygiene factors as mutually exclusive. Environmental factors (or job context-related) such as policy, salary and physical working conditions are identified as "dissatisfies", which are separated from satisfiers (or job content-related factors) such as achievement, responsibility, and intrinsic challenges.

Experts in a study suggested that job satisfaction is highest in Denmark because work force and management have a great working relationship ie team work. ( Shafqat Naeem Akhtar et al., 2010). Studies show that the environment is related to teacher job satisfaction (Tran & Le, 2015; Raziq & Maulabakhsh, 2015; Skaalvik & Skaalvik, 2011), but also dissatisfaction (OECD, 2014; Ingersoll, 2001). Research examining the relationship between school environment and job satisfaction have shown that teachers experience greater satisfaction not from financial rewards but interpersonal relationships that they experience with school administrators, fellow teachers and pupils (Korb & Akintunde, 2013; Abd-El-Fattah, 2010). While some studies report nature of work and relationships with pupils, colleagues and school administration as key predictors of teacher job satisfaction (Saiti & Papadopoulos, 2015), other studies support the correlation between job satisfaction and socio-demographic characteristics like age, gender, education level and years of experience (Eliofotou-Menon & Athanasoula-Reppa, 2011; Klassen & Chiu, 2010).

### **3) Hypothesis**

The following hypotheses were set up for the study:

There is a significant difference on the demographic variables and sources of stress among Lecturers. The greater the coordination of the team, the abilities of the teachers would improve and increase job satisfaction.

### **3.1 ) Method:**

#### **Sample**

The sample of the study comprised of 200 Teachers from various colleges (Males=112 and Females=88) randomly drawn from different schools /colleges ( 10 +2 ) in the city of Hyderabad. Their age ranged from 28-55 years and their experience ranged from 1-22 years.

#### **Tool**

The Teacher's team work Inventory developed by the Authors was used in the present study. The final form of the Inventory consists of 20-items, describing various factors on team work and stress perceived by lecturers; it is a 4-point scale consisting of "Strongly Agree", "Agree", "Strongly Disagree", "Disagree".

### **4) Results & Discussion:**

The participants' demographics are presented in table 1. It can be observed that the majority of the sample is in the age group of 28 - 45 years and has a length of service between 5 and 15 years of teaching experience.

**Table 1 Participants demographic characteristic**

	Independent variable	Frequency
GENDER	MALE	112
	FEMALE	88
AGE	28 – 35 years	85
	36- 45 years	94
	46 – 60 years	21
STATUS	ADMINISTRATORS	6
	TEACHERS	194
AREA OF SPECIALIZATION	SCIENCES	65
	COMMERCE	78
	ARTS & LANGUAGES	57
LENGTH OF SERVICE	1- 5 years	43
	5- 15 years	128
	16 – 25 years	29

**TABLE 2 - PARAMETERS WITH STATISTICAL TOOLS**

S No	Team Work results	Mean	Standard Deviation	Variance
1	Improves spirit of teams	3.37	0.26	0.07
2	Reaching individual and departmental objectives	3.14	0.24	0.06
3	Sharing Responsibilities	2.59	0.22	0.05
4	Improves confidence & problem solving skills	3.44	0.27	0.07
5	Reduces stress	4.28	0.38	0.14
6	Increases job satisfaction	3.73	0.30	0.09
7	Improves Efficiency	3.54	0.28	0.08
8	Increases commitment	3.36	0.26	0.07
9	Enhances positive competition	3.38	0.27	0.07
10	Improves decision making & project management	2.99	0.23	0.05

**Graph 1 - Responses with variables**

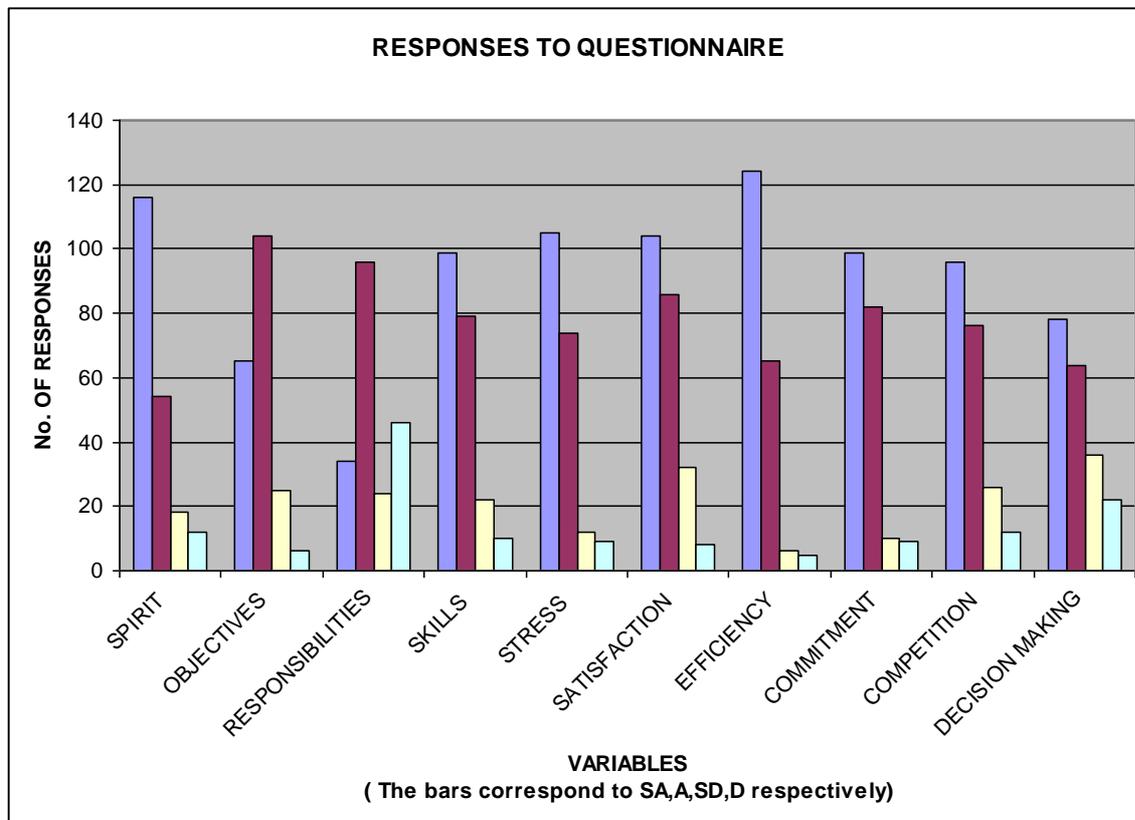


Table 2 presents the mean values of team work with different variables of the study conducted. Primarily, three intrinsic variables, reduce stress (Mean = 4.28), increases job satisfaction (Mean = 3.73), and improves efficiency of educators (Mean = 3.54) ranked as the best results of team work among educators.

In a study conducted by Chandraiah et. al, they observed that the stress to the professionals rises due to role overload, role ambiguity and more responsibility on a single person. Most of the respondents in the present study felt that the team work would reduce stress as the work load is shared by all the members of the team and also the roles of each individual of the team are clearly defined. The data show that 92.2% of those who work in team state to be 'almost never stressed at work' in comparison to 7.8% of those who do not work in teams/groups. Therefore, it is possible to conclude a relative direct relationship between working in teams/groups and presence of stress. As a collective work is done, they felt that the efficiency of work increases as collaborative and cooperative approaches are followed for every challenging situation in a team work.

In the present research, job satisfaction is the prime benefits of team work. About 185 educators out of 200 have strongly agreed or agreed to this parameter. This is found to have a mean of 3.73 and a variance of 0.09. This study is in accordance with the results conducted for HR professionals by Judge et.al ( Judge, Thoresen, Bono, and Patton -2001). Study of literature also suggests that when the correlations are appropriately corrected (for sampling and measurement errors), the average correlation between job satisfaction and job performance is a higher .30. In addition, the

relationship between job satisfaction and performance was found to be even higher for complex (e.g., professional) jobs than for less complex jobs. Thus, contrary to earlier reviews, it does appear that job satisfaction is, in fact, predictive of performance, and the relationship is even stronger for professional jobs.

Speed work is relatively more common among employees working in teams. Working to tight deadlines is more frequently the case for team workers than for other employees. The data also reveals that the educators felt that the team work would increase positive competition, improves confidence and increase positive spirit among the team members. The variables Improves decision making and project management (Mean=2.99), sharing responsibilities (Mean = 2.59) were least satisfied variables of team work.

The overall results of the present study suggest the need for team work among the teachers which will improve their functional skills, increase job satisfaction and lead to effective teaching/learning in the class room.

### 5) Conclusion & Suggestions:

- 1) Teamwork can be effective when the strengths of all are put together and all the members their work and the role each member must play, their responsibilities, so that all their efforts can be channelized in the same direction. Thus, it must be ensured that all teachers belonging to different subjects must correlate with each other in sharing their assignments, sharing their teaching strategies and commonly assess the students. This exchange of information will lead to the overall development of the student. Through this every teacher feels satisfied about his/her identity and her working environment. **If a team is effective, people learn from each other.**
- 2) Effective team leader: Each member of group should have a way to expression his/her ideas without fear and must be able to establish commitment together and determine time and order in which the task needs to be done. Each member of a team supposes to assist other member when he /she needed that. The teamwork needs an experienced individual to guide them to the effort. To this end, the senior faculty can take this role and can help every other member of the team. The team leader must be able to demonstrate good leadership skills. enough patience and ability to handle multiple tasks at any given time. The team leader must be able to correlate all the data given by the teachers and must be able to interpret them to the advantage of the student's learning. This data will be useful especially in parent conferences wen the teachers can present a clear picture of student's strengths and challenges.
- 3) The following are the ways which the team leader/administrators can put an end to authoritative mentality in education environment and encourage team work which will lead to increased job satisfaction among the teachers:
  - Engage every participating member of the school
  - Acknowledge every ones' ideas and contributions
  - Address concerns in private demonstrating an empathetic attitude
  - Resolve dispute at the earliest
  - Discuss and conduct meetings as frequently as possible
  - Instead of complaining, suggestions must be made if any problem arises
  - Be open to all ideas of achieving tasks
  - Share the limelight and stage along with other members of the team
  - Compliment and appreciate every member efforts and success

- Set the rules and rubrics for the team management
- 4) **In a team, there can be a healthy conflict. It is inevitable and equally essential as many individuals with different ideas and perceptions work together in some project. Few people may disagree and at this point the team leader must engage a constructive dialogue and ensure that the dissent never exists. If the teachers are satisfied with the leaders' explanation and strategies, then the teachers feel excited in doing their work and feel satisfied about their profession. This is a factor which could improve teacher retentivity in schools which is a major concern in the present education system.**
  - 5) The possibility of learning new teaching strategies or assessment methods will improve the quality of working life. Educators working in teams have a greater chance of learning new teaching techniques and to this end the school/ colleges must ensure that the teachers undergo periodical training in developing extra skills to deliver performance thus leading to their teaching satisfaction. This job satisfaction will eventually lead to improved student learning and also teacher retentivity.
  - 6) Since the goal of every educational institution is to achieve best overall performance from their students, which can be achieved only by involving employees, it is necessary for the institution at all levels in carrying out successful and meaningful reforms that can ensure proper use of team work and the community at large. job satisfaction can be enhanced by administrative styles and work culture of the college, employee involvement, teamwork, empowerment, and autonomous work position among others. The more easily members communicate with each other, the greater chances of group cohesiveness.
  - 7) Team work in colleges/schools can be great resource especially when the school is conducting science exhibitions, math seminars, language skill development programs, seminars etc. In these type of academic presentations, all teachers get academic job satisfaction when their worth is recognized and appreciated. The administrators must ensure that due credit be given to all teachers in their roles and responsibilities. Sufficient monetary allowances need to be given to all the teachers in carrying out their tasks related to these kinds of exhibitions.

**Finally, in team work, everyone helps everyone and that's the ultimate goal for modern schools. A successful school team comprising of management, administrators, teachers, support staff can lead to a less straining environment.**

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