

## FACTORS INFLUENCING JOB SATISFACTION OF COLLEGE'S TEACHERS IN DOABA REGION OF PUNJAB, INDIA

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### ABSTRACT

*The aim of this study is to find out the factors influencing job satisfaction of college's teachers in Doaba region of Punjab. For this purpose factor analysis technique and Karl Pearson correlation coefficient are used and eight factors are found that affects the satisfaction level of college's teachers and implications of these findings suggested that job satisfaction can be enhanced by these factors were as "Adequate and fair compensation, Work life Balance, Career Development, Job security, Organisational culture, Relations with Supervisor, Motivation at Job and Application of skills and experience". Positive correlation is found between job satisfaction and job performance. The result of this study has practical significance for HR recruiters (managers) especially in colleges to improve their recruitment and retention policies.*

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## INTRODUCTION

Job satisfaction is a mental feeling of favorableness which an individual has about his job. To the workers, job satisfaction brings a pleasurable emotional state that often leads to a positive job attitudes. A satisfied worker is more likely to be creative, flexible, innovative, and loyal (Ajmir, 2001). Job satisfaction is an emotion, a feeling, an attitude and a matter of perception. It arises from the employee's appraisal of experience at work. It involves likes and dislikes as well as needs and wants which are internal and external to the employee. As an employer or leader if you fail to meet them, there is a high probability you will also not achieve high performance. Creating job satisfaction remains a challenge for many human resources executives and line executives. By having an experienced business partner skilled in people relations can greatly help in meeting this challenge. Achieving high job satisfaction for employees or team members is pre-requisite for becoming a market leader and champion (Thorusud and Einer, 1982). Work is an important factor in organizational growth. Higher financial benefits can be realized by organizations when the employees are committed. A satisfied work force is essential for the success of organizations and their businesses. Dissatisfied employees make organizations dysfunctional in businesses, damaging their financial performance. Such employees, when unattended, do not have loyalty towards their organizations and there for, making employees behave in a desired manner is extremely important for managers. For the organization job satisfaction of its workers means that is motivated and committed to high quality performance. Increased productivity the quantity and quality of output per hour worked –seems to be a byproduct of relationship between job satisfaction and productivity is neither conclusive nor consistent.

## LITERATURE REVIEW

Job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely, you will experience high job satisfaction. If you dislike your job intensely, you will experience job dissatisfaction ( Draflke, 2008). Herzberg's (1957) have shown at least low correlation between high morale and high productivity, and it does seem logical that more satisfied workers will fear of job loss will not give 100 percent of their efforts for very long. Though fear is a powerful motivator, it is also a temporary one, and as soon as threat is lifted performance will decline. Tangible ways in which job satisfaction benefits the organizations

include reduction in complaints and grievance, absenteeism, turnover, and termination; as well as improved punctuality and workers morale. Job satisfaction is also linked to a healthier work force and has been found to be a good indicator of longevity. And although only little correlation has been found between job satisfaction and productivity, Brown (1996) notes that some employees have found that satisfying or delighting employees is a prerequisite to satisfying or delighting customers, thus protecting the “bottom line”. No wonder Andrew Carnegie is quoted as saying: Take away my factories, and soon grass will grow on the factory floors. Take away my factories, but leave my people, and soon we will have a new and better factory” (quoted in Brown, 1996 P. 123). Organizations are social systems where human resources are the most important factors for effectiveness and efficiency. Organizations need effective managers and employees to achieve their objectives. Organizations cannot succeed without their personnel efforts and commitment. Job satisfaction is critical to retaining and attracting well-qualified personnel. Truell et al. (1998) stated that with limited studies regarding job satisfaction among faculty in community colleges, the study of job satisfaction is essential due to the increasing number of student enrollments. Truell et al. (1998) found that faculty in their sample were more satisfied with the job itself.

**Common aspects of job satisfaction include** (Agarwal and Umesh, 1978)

- a. Satisfaction with pay.
- b. Satisfaction with tasks.
- c. Satisfaction with supervision.
- d. Satisfaction with coworkers.
- e. Satisfaction with the work setting.
- f. Satisfaction with advancement opportunities.

### **Statement of the Problem**

The quality of the teachers is judged through his work and behaviors, which in turn depends upon how well a teacher is satisfied with himself / herself and his / her environment. A teacher, who is happy with his job, plays a pivotal role in the upliftment of society. Well-adjusted and satisfied teacher can contribute a lot of the well being as his/her pupils. A dissatisfied teacher can become irritable and may create tensions which can have negative influences on the students learning process and it consequently affects their academic growth to satisfaction implies the overall adjustment to work situation. So the present study entitled “**Factors influencing job**

satisfaction of College Teacher in Doaba Region of Punjab, India” has been selected so that or organizations can take serious steps to satisfied their employees.

### **Objectives of the study**

1. To study the factors affecting **Job Satisfaction** of college teachers.
2. To study the relationship between Job satisfaction and job performance.

### **Hypothesis of the study**

H(0) 1. There is positive associationship between Job satisfaction and job performance.

### **Database and Research **Methodology****

This study is restricted to Doaba region of Punjab (India) only. The sample size is 100 college teachers. The study is conducted with pre structured questionnaire. Convenient sampling technique is used. **Thirty two items are used to data collection and all statements are positive.** A five-point scale with 1 being “strongly disagree” and being 5 “strongly agree” is used. The inter item consistency is .82 and Guttman Split-Half Coefficient .899. Thus, these results suggest that the instrument is reliable and valid for use in colleges for this study.

### **Reliability of the questionnaire**

The internal reliability of the scales used to evaluate the attitude and behaviour regarding the jobs is tested by the calculation of Cronbach's alpha for each scale. The questionnaire has a reliability measure of 0.821.

### **Factor Analysis**

Factor `analysis is a good way of under laying factors from an array of important variables. (Nargundkar, 2005).In the present study, 32 attributes which are likely to affect the job satisfaction in the employees of insurance sector where selected on the basis of questionnaire and to ascertain the factors that really have an impact on the job satisfaction. The factor analysis has been carried out. Kaiser-Meyer-Oklin measure of sampling adequacy (KMO) is .822 for overall sample that indicate that the sample was good enough for sampling. Barlett’s test of Sphericity shows statistically significant number of correlations among the variables. (Table1). Hence as revealed by the above parameters the data was found to be fit for factor analysis.

### **Naming of Factors**

All the factors have been given appropriate names according to the variables that have been loaded on to each factor. The names of the factors, the statement labels and factor loadings are summarized below (Table 2). Table revealed that factor I is linear combination of variable

number 1,3,4,7,8,9,17 and 24 ( $\alpha=5.281$ ). Factor 2 is linear combination of variable number 13 and 32 ( $\alpha=1.315$ ). Factor 3 is linear combination of variable number 6, 10, 11 and 12 ( $\alpha=2.498$ ). Factor 4 is linear combination of variable number 18 and 31 ( $\alpha=1.612$ ). Factor 5 is linear combination of variable number 2 and 32 ( $\alpha=1.405$ ). Factor 6 is linear combination of variable number 15,16,27,28 and 30 ( $\alpha=3.521$ ). Factor 7 is linear combination of variable number 14, 19, 20,21,22,25 and 26 ( $\alpha=4.489$ ). Factor 8 is linear combination of variable number 5,23 and 29 ( $\alpha=1.895$ ).

### **Adequate and fair compensation**

The first factor consists of eight items with the loading in the range of .982 to .600 and it accounts for 13.450 % of the total variance. It includes “For the work I do, the pay is good, I am satisfied with my income, I make pretty good money compared to others in this field, Perks like mobile phones, car and laptop helps to perform better, I am satisfied with the bonuses or incentives available to me, I am satisfied with the benefits offered to me through this job, I receive good bonus, salary, incentives from the organization and Incentives and perks given by the organization it boost my morale” . Hence “Adequate and fair compensation” is the name given for this factor.

### **Work life Balance**

Factor two consists of two items covering 12.673 % of the total variance. The lowest loading is .452 and highest is .863. This factor has been named as Work life Balance. The name is considered appropriate because it expresses a sense of balance, i.e., “I don’t worry about work issues when I am at home and Organization takes care for the welfare of person of all age”.

### **Career Development**

Third factor gives emphasis on Career Development. It shared 10.562 % of the total variance. It includes four items and the factor loading ranged from .452 to .860 and it suggested “Services of the career planning and development cell can be gainfully availed to plan career in the organization, I receive adequate training to do my job well, The orientation I received prepared me well for this work and If I felt that I needed extra training, it would be made available for me”. Therefore, the factor is named as “Career Development”.

### **Job security**

This factor consists of five items covering 9.436 % of the total variance. The lowest loading is .652 to .960 and factor has been named as “job security” because it suggested “I have no need to

worry about the termination of job anytime and Technological changes in the Industry are not likely to render the employees of the organization as jobless”.

#### **Organisational culture**

Four statements load on to this factor and together account for 9.440 % of the total variance and this factor explains the “I am satisfied with the way that this organization is managed and Conditions on my job allow me to be about as productive as I could be. The factor loading ranges from .652 to .753.

#### **Relations with Supervisor**

This is the next important factor, which accounts for 8.723 % of the variance and the lowest loading is .563 to .985. Five statements constitute this factor and the various things that are responsible for organizational effectiveness has drawn light under this analysis. It suggests “I believe that my supervisors care deeply for me, I receive adequate support from my supervisors, I believe that my position at work is a professional position, I receive appreciation whenever I perform better and Positive working relationship of my colleagues helps me to perform better.

#### **Motivation at Job**

This factor gives emphasis on “Whenever I receive any reward by the organization, then it boosts my morale, In this organization, hard work and achievements are recognized appropriately in various ways, I feel that I am valued by this organization, Any kind of reward increases my efficiency level, Motivation affects my performance, Other people view my job as a valuable profession and I feel that evaluation by the supervisor affects my motivation therefore, considered an appropriate name, for this factor. It shares 8.650 % of the total variance. It includes seven items and the factor loading ranges from .452 to .960.

#### **Application of skills and experience**

This factor consists of two items covering 7.881 % of the total variance and  $\alpha=.567$ . The lowest loading is .521 to .689. The factor has been named as decision making. The name is considered appropriate because it expresses “In my job there is proper application of my skills, experience and qualifications, I am fully able to use my skills in this position and I am generally satisfied with the kind of work I do in this job.

Table 1 Naming Of Factors

Sr. No.	Naming Of Factors	Factor Loading	Eigan Value	% of Variance	Mean	Factor Mean
<b>F 1</b>	<b>Adequate and fair compensation</b>					
1	For the work I do, the pay is good.	.982	5.287	13.456	2.93	2.889
3	I am satisfied with my income				3.56	
4	I make pretty good money compared to others in this field.	.610			2.36	
7.	Perks like mobile phones, car and laptop helps to perform better.	.762			3.69	
8	I am satisfied with the bonuses or incentives available to me.	.600			2.36	
9	I am satisfied with the benefits offered to me through this job.	.752			2.54	
17.	I receive good bonus, salary, incentives from the organization.	.820			2.89	
24.	Incentives and perks given by the organization, it boost my morale	.761			2.78	
<b>F 2</b>	<b>Work life Balance</b>					
13.	I don't worry about work issues when I am at home.	.863	1.315	12.673	3.78	3.63
32	Organization takes care for the welfare of person of all age.	.452			3.48	
<b>F 3</b>	<b>Career Development</b>					
6.	Services of the career planning and development cell can be gainfully availed to plan career in the organization.	.860	2.498	10.562	2.90	2.86
10.	I receive adequate training to do my job well.	.532			2.89	
11.	The orientation I received prepared me well	.654			2.78	

	for this work					
12.	If I felt that I needed extra training, it would be made available for me	.452			2.87	
<b>F 4</b>	<b>Job security</b>					
18.	I have no need to worry about the termination of job anytime	.960	1.612	9.436	3.01	3.295
31.	Technological changes in the Industry are not likely to render the employees of the organization as jobless.	.652			3.58	
<b>F 5</b>	<b>Organisational culture</b>					
2.	I am satisfied with the way that this organization is managed.	.753	1.405	9.440	2.85	2.495
31	Conditions on my job allow me to be about as productive as I could be.	.652			2.14	
<b>F 6</b>	<b>Relations with Supervisor</b>					
15.	I believe that my supervisors care deeply for me.	.563	3.52	8.723	2.94	2.33
16.	I receive adequate support from my supervisors	.658			3.25	
27.	I believe that my position at work is a professional position.	.985			2.54	
28.	I receive appreciation whenever I perform better.	.578			2.90	
30.	Positive working relationship of my colleagues helps me to perform better.	.736			2.89	
<b>F 7</b>	<b>Motivation in Job</b>					
14.	Whenever I receive any reward by the organization, then it boosts my morale.	.569	4.489	8.650	3.47	3.10
19.	In this organization, hard work and achievements are recognized appropriately	.489			3.85	



	in various ways					
20.	I feel that I am valued by this organization.	.960			2.98	
21.	Any kind of reward increases my efficiency level.	.852			2.78	
22.	Motivation affects my performance	.452			2.96	
25.	Other people view my job as a valuable profession.	.578			2.69	
26.	I feel that evaluation by the supervisor affects my motivation.	.589			2.99	
<b>F 8</b>	<b>Application of skills and experience</b>					
5.	In my job there is proper application of my skills, experience and qualifications.	.689	1.895	7.881	3.89	3.25
23.	I am fully able to use my skills in this position.	.521			2.99	
29.	I am generally satisfied with the kind of work I do in this job.	.685			2.87	

Table 2 shows that positive correlation exists between job satisfaction and job performance. This study is also supported by many other studies. Various studies on job satisfaction and performance have been carried on in India and abroad and it has been found that job satisfaction is the degree of excellence brought about work and working conditions which contribute to the overall performance at the individual level but finally at the organizational level. These findings are consistent with what was found by other researchers ((Iaffaldano and Muchinsky, 1985; Judge et al. 2001) i.e. job satisfaction is an important indicator of performance and job satisfaction is a comprehensive program designed to employees performance. so H(0) 1 is accepted.

**Table 2: Correlations between Job satisfaction and Job Performance**

	Job satisfaction	Job performance
Job satisfaction	1	.721(**)
Job performance	.721(**)	1

\*\* Correlation is significant at the 0.01 level (2-tailed).

## CONCLUSION

Eight factors are found that affects the job satisfaction level of college's teachers named "Adequate and fair compensation, Work life Balance, Career Development, Job security, Organisational culture, Relations with Supervisor, Motivation at Job and Application of skills and experience". All these factors reveals a positive correlation with job performance. So by improving these factors job satisfaction level can be improved. So teachers should be provided better salaries and working conditions, work life harmony and authority to take decisions relating to their job, so that performance can be enhanced.

## LIMITATIONS AND SCOPE FOR FURTHER RESEARCH

The present study suffered from some limitations like small sample size and limited area of investigation which might not be true representative of the whole population of the education sectoring sector. So, before generalization, there is a need to conduct an in-depth study covering larger sample size and broader areas of investigation. Further research should be conducted in order to identify other factors that could contribute to employee's job satisfaction. There had been a little attempt in the past to measure job satisfaction among college teachers in Doaba region of Punjab. So this study is an attempt to further develop theoretical underpinnings to the available literature on job satisfaction.

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