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## **JOB SATISFACTION AMONG COLLEGE TEACHERS: A STUDY ON GOVERNMENT COLLEGES IN JAMMU (J&K)**

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### **ABSTRACT**

College Teachers are the most important group of professionals for our nation's future. Therefore, it is astonishing to know that even today many of the college teachers are dissatisfied with their jobs. Job satisfaction among college teachers is good not only for themselves but society as a whole. It increases productivity and classroom performance in the college. Well-being of any society depends upon the role played by the teacher. Teachers are the source of guidance in all the crucial steps in the academic life of the students. When teachers are satisfied with their job they can perform their responsibilities with more concentration and devotion. For the same reason a study was undertaken to identify the factors which impact the level of satisfaction of college teachers in Jammu & Kashmir. The data used in this paper is primary in nature and collected through personal interviews in the form of questionnaire from a sample of 98 college teachers selected from the five Government Colleges of Jammu. Two types of statistical tools are used in the present study for analysis 1) percentage analysis 2) chi-square analysis. Research shows that female college teachers are more satisfied with their job than male teachers and income per annum is an important factor impacting the level of job satisfaction.

**KEYWORDS:** job satisfaction, college teachers, performance, job security, quality education.

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### **1. INTRODUCTION**

Students are one of the important assets of any society. Well-being of society depends upon its students because these are the people who will take the responsibility of the success of the society in future and in achieving this goal teacher's role is extremely important. Teachers are the source of guidance in all the crucial steps in academic life of the students. People are interested to work in the institutions as well as in the services where they feel satisfied. Job dissatisfaction leads to reduced level of performance (Bretz & Thomas, 1992); it increases turnover and turnover intentions (Motowidlo, 1983) and also leads to absenteeism (Weiner, 1980). But in reality how far such job satisfaction is ensured in college teachers' jobs is an important issue in recent times. When teachers are satisfied with their job they can perform their responsibilities with more concentration and devotion.



In this global world, job satisfaction has been an important issue. It is very crucial to the long-term growth of any educational system around the world. Job satisfaction in this context is the ability of the teaching job to meet teachers' needs and improve their job/teaching performance. Knowledge, skills and competencies occur when one feels satisfied in one's behavior. Therefore, satisfaction is needed in the behaviour of a college teacher if he/she has to perform productive activities in the college.

### **1.1 JOB SATISFACTION DEFINED**

Job satisfaction is the extent to which one feels good about the job. It is in regard to one's feelings or state of mind regarding to the nature of their work. In other words, job satisfaction implies doing a job one enjoys, doing it well, enthusiasm and happiness with one's work. Everyone define job satisfaction as fulfillment of one's expectation. It differs from person to person and institution to institution and even in the context of male and female. In simple term when someone is satisfied with his job that is job satisfaction. Job satisfaction as a pleasurable positive emotion state, resulting from the appraisal of one's job or job experiences. It results from the perception that one's job fulfils or allows the fulfillment of one's important job values, providing and to the degree that these values are congruent with one's needs (Locke, 1976).

Therefore, job satisfaction is such phenomenon which comes not only from the job, but also from one's personal, social, academic, administrative and economical condition.

### **1.2 STATEMENT OF THE PROBLEM**

As compared to other levels of educational system in the society, higher education has a much bigger role to play. Being at higher level of the educational pyramid and thus able to influence other levels of education, and having wider access to all available knowledge, it can undoubtedly operate as a powerful instrument to help the process of social change in Indian society. It nurtures the competency of future leadership in the students who hold the potential to develop the society. It prepares them to successfully carry out different responsibilities for social, economic and political development. Higher education is 'higher' also because it is at the frontier of knowledge trying to further expand these frontiers.

College Teachers are arguably the most important group of professionals for our nation's future. Therefore, it is disturbing to find that many of today's teachers in higher education are dissatisfied with their jobs. Job satisfaction is good not only for employees but society as a whole. It increases productivity and classroom performance in the college. These aspects are important in higher education in India. The government of India is highly concerned to provide quality education at college level. But without job satisfaction among the behaviour of the college teachers, the objective of providing quality education would not be materialized. Therefore, job satisfaction is needed among college teachers to promote quality education.



### 1.3 SIGNIFICANCE OF THE STUDY

The purpose of the study is to know the factors impacting job satisfaction among the college teachers in Jammu, because, it may have a direct effect on student learning of the colleges. The quality of instruction received by students may be impacted by the level of job satisfaction a teacher experiences (Perie & Baker, 1997). Considering the possible correlation between teacher job satisfaction and the quality of student instruction/teaching, it is important to understand the factors that may affect job satisfaction.

Most of the research of job satisfaction is related to management of industrial, banking and business organization. The study of college teachers' job satisfaction is not many. Hence, more research is needed in college teachers' job satisfaction, if we are interested to provide quality education to our students at the college level. This study is hoped to contribute to that extent.

## 2. REVIEW OF LITERATURE

Mohamed Imran Rasheed (2010), found that the factors like job design, work environment, feedback, recognition, decision making participation are the potential factor for satisfying teachers in higher education. Bloch (2009), in his study found that there is a constructive association among promotion and job satisfaction. Academicians are more motivated and committed to perform a job and also more satisfied if promotion opportunities are available to them. Shamima Tasnim (2006), in her study found that one of the main purposes of job is to get the payment or salary and it is very natural that a handsome salary will bring job satisfaction. Ting (1997), in his study shows that job characteristics such as salary, promotional opportunity, task clarity and significance, and skills utilization, as well as organizational characteristics such as commitment and relationship with supervisors and co-workers, have significant effects on job satisfaction. Ramkrishnaiah (1980) has found that 93 percent of the college teachers who were highly satisfied with their job expressed that they have cordial relationship with their colleagues. Perie & Baker (1979), in their study concluded that student achievement may be directly connected to teachers' job satisfaction.

Blum and Naylor (1968), found that job satisfaction is the result of various attitudes possessed by an employee. In a narrow sense, their attitudes are related to the job and are concerned with such specific factors as wages supervision, steadiness of employment, conditions of work, opportunities for advancement, recognition of ability, fair evaluation of work, social relations on job, prompt settlement of grievances, and fair treatment by employer and similar other items. Education Commission (1966), cautioned that dissatisfaction of individual, whatever may be the occupation in which he is engaged, results in professional stagnation and becomes harmful to the clientele. A dissatisfied teacher spells disaster to the country's future. Dissatisfaction among the workers is undesirable and dangerous in any profession. It is suicidal if it occurs in the teaching profession. Herzberg (1957) has shown that more satisfied workers will tend to add more value to an organization. Unhappy employees, who are motivated by fear of job loss, will not give 100 percent of their effort for very long. Hoppock's (1935), seminal study of job satisfaction revealed that dissatisfaction with wages was the most important reason advanced for voluntary separation across a broad array of occupations.



### **3. AN OVERVIEW**

The higher education department in J&K is run by J&K government. It has a separate ministry of its own. At present 73 government colleges and 7 universities are functioning in the state. These colleges are providing under-graduate and post-graduate courses to students from within and outside the state. The administrative control in these colleges is in the hand of higher education department of J&K government, whereas the University of Jammu and University of Kashmir control all the academic affairs of the colleges.

The colleges fall in Jammu province are affiliated to University of Jammu and all other colleges (which fall in Kashmir and Ladakh regions) are affiliated to University of Kashmir. Jammu & Kashmir Public Service Commission (JKPSC) makes all the appointments to these colleges and the eligibility conditions are as per University Grants Commission's rules/requirement. These teachers are paid as per UGC grades.

In Jammu & Kashmir, the college teachers are divided into three categories on the basis of their designations:

- 1) Assistant Professors
- 2) Associate Professors
- 3) Others

The nature of job of assistant professors and associate professors is permanent and they enjoy the job security also. It is transferable and the teachers have to move in different colleges of the Jammu & Kashmir state. In others category, we have included those college teachers who are working on contract basis. Every year before starting the academic session, the higher education department issues notification for engaging these college teachers for a period of one academic session only. At present these teachers are further divided into two categories-lecturers and teaching assistants. The main difference between them is of qualifications. Those who are eligible as per University Grant Commission's guidelines are lecturers and those who are not eligible as per UGC guidelines are teaching assistants.

### **4. OBJECTIVE OF THE STUDY**

- 1) To know the level of job satisfaction of the college teachers with respect to; designations, gender, income, earning members in the family and family size.
- 2) To know, whether female college teachers are more satisfied than male college teachers or not.
- 3) To identify the factors which impact the job satisfaction of the college teachers.



## **5. RESEARCH HYPOTHESES**

The following research hypotheses were formulated to direct the study:

### **HYPOTHESIS 1**

“There is no significant relationship between the Designation of the College Teachers and their level of satisfaction”.

The first hypothesis proposed to test was that whether the designations of the college teachers have any impact on the level of satisfaction or not.

### **HYPOTHESIS 2**

“Female College Teachers are more satisfied with their job than their male counterpart”.

Research has revealed contradictory evidences on the relationship between gender and job satisfaction. Several studies have reported that female teachers have higher job satisfaction than male teachers (Ma & MacMillan, 1999; Michaelowa 2002; Spear, Gould, & Lee, 2000). In contrast, Bishay (1996) and Mwamwenda (1997) found that female teachers were less satisfied with their jobs than male teachers. However, some other studies (Gosnell 2000; Sargent & Hannum, 2003) found no relationship between gender and teachers’ job satisfaction. In this study, it was proposed to test the hypothesis that female college teachers are more satisfied than that of male college teachers.



**HYPOTHESIS 3**

“There is no significant relationship between the income per annum and the level of satisfaction”.

Salary is the direct benefit the college teachers get from their jobs. It is also one of the important satisfying factors. Luis R. gomez-Mejia and David B. Balkin (1984), in their article entitled, “faculty satisfaction with pay and other job dimensions under union and non-union conditions”, found that the main determinant of job satisfaction among faculty members are pay level, tenure, and job experience. In the present study, it has been proposed to test that income per annum is an insignificant factor for making college teacher satisfied with their job.

**HYPOTHESIS 4**

“There is no significant relationship between the family size and the level of satisfaction”.

The fourth proposed hypothesis to test was that whether the number of members in the family is having any impact on the level of satisfaction of the college teachers or not.

**HYPOTHESIS 5**

“There is no significant relationship between the Earning Members in the Family and their level of satisfaction”.

The third proposed hypothesis to test was that whether the earning members in the family are having any impact on the level of satisfaction of the college teacher or not.

**6. METHODOLOGY**

This study is an empirical research and based on the survey method.

**6.1 SAMPLE DESIGN**

Out of total 10 government colleges in Jammu district, we have selected five colleges (two women and three boys’ colleges) by using convenience sampling method. The target population of this study consists of college teachers of the government colleges of Jammu and the size of the sample is 98 respondents.

**6.2 TOOLS OF DATA COLLECTION**

A well designed questionnaire was used for collecting data from the different colleges. The questionnaire consists of two parts:

- 1) First part of the questionnaire was containing information of the respondents regarding gender, designations, family size, salaries and earning members in the family.
- 2) The second part of the questionnaire was containing questions regarding job satisfaction of the college teachers. In this part, we had proposed seven factors (to seek the opinion of the



college teachers) which may impact the level of job satisfaction of the college teachers. These are: handsome salary, job security, dignity and social status, job matching with academic qualification, favorable physical environment, vacations and fringe benefits and to work in a desired profession.

### **6.3 STATISTICAL TECHNIQUES**

We have used two types of analysis in the present study:

#### **1) PERCENTAGE ANALYSIS**

To determine the characteristic features of the sample, we used percentage analysis.

#### **2) CHI-SQUARE ANALYSIS**

To test the framed hypotheses we used Chi-Square Analysis.

### **7. AREA OF THE STUDY**

The present study covered the college teachers of five government colleges in Jammu city. They are Government College for Women Gandhi Nagar, Govt. M. A. M. College, Govt. Gandhi Memorial Science College, Govt. S. P. M. R. College of Commerce, Government Degree College Paloura and Govt. College for Women Parade. In this way the present study is confined to Jammu city only.

### **8. ANALYSIS AND INTERPRETATION**

We have divided analysis and interpretation in the following two parts:

#### **8.1 ANALYSIS OF PERCENTAGE**

**TABLE 1 SAMPLE RESPONDENTS ACCORDING TO THEIR DESIGNATION**

<b>Designation</b>	<b>Frequency</b>	<b>Percentage</b>
Assistant Professor	60	61.22
Associate Professor	24	24.49
Others	14	14.26
<b>Total</b>	<b>98</b>	<b>100.00</b>

Source: primary data





From the table above it is clear that 61.22 percent of the respondents belong to assistant professor, 24.49 percent of the respondents belonging to associate professor, and 14.26 percent belonging to others category from the survey. In other category, we included those college teachers who are working on contract basis.

It is concluded that majority of the respondents comes under assistant professor category.

**TABLE 2 SAMPLE RESPONDENTS ACCORDING TO THEIR  
GENDER**

Gender	Frequency	Percentage
Male	30	30.61
Female	68	69.39
Total	98	100.00

Source: primary data

From the above table it has been observed that 69.39 percent of the respondents are female and 30.61 percent are male.

It is concluded that majority of the respondents belong to female category.

**TABLE 3 SAMPLE RESPONDENTS ACCORDING TO THEIR  
INCOME PER ANNUM**

Income (per annum)	Frequency	Percentage
Up to ₹4,00,000	20	20.41
₹4,00,000 to ₹8,00,000	62	63.26
Above ₹8,00,000	16	16.33
<b>Total</b>	98	100.00

Source: Primary data

From the above table it is clear that 20.41 percent of the respondents' income per annum is up to ₹4, 00,000, 63.26 percent are having their income per annum from ₹4,00,000 to ₹8,00,000 and 16.33 percent of the respondents get income per annum above ₹8,00,000.



It is concluded that most of the respondents get their incomes between ₹4,00,000 to ₹8,00,000 annually.

**TABLE 4 SAMPLE RESPONDENTS ACCORDING TO THEIR FAMILY MEMBERS**

Family Size	Frequency	Percentage
Up to 3 members	26	26.53
3 to 5 members	52	53.06
Above 5 members	20	20.41
Total	98	100.00

Source: Primary data

From the table 4 it is clear that, 26.53 percent of the respondents have three or less than three members in their family, 53.06 percent have 3 to 5 members and 20.41 percent of the respondents have more than five members in their family.

It can be concluded that majority of the respondents have 3 to 5 members in their family.

**TABLE 5 SAMPLE RESPONDENTS ACCORDING TO THEIR EARNING MEMBER IN THE FAMILY**

Earning Members in Family	Frequency	Percentage
1 Member	4	4.08
2 Members	70	71.43
3 Members	14	14.29
> 3 Members	10	10.20
Total	98	100.00

Source: Primary data

From the data given in table 5, 4.08 percent of the respondents have two or less than two earning members in their family, 71.43 percent of the respondents have two earning members in their family, 14.29 percent have three earning members in their family and 10.20 percent of the respondents belong to those families where more than 3 members are earning the income.



It is concluded that in majority of the families two members are earning.

## 9. ANALYSIS OF CHI-SQUARE

**TABLE 6 SAMPLE RESPONDENTS ACCORDING TO THEIR DESIGNATIONS AND LEVEL OF SATISFACTION**

Designation	Level of Satisfaction			Total
	High	Medium	Low	
Assistant Professor	40 (66.67)	18 (30.00)	02 (3.33)	60
Associate Professor	18 (75.00)	04 (16.67)	2 (8.33)	24
Others	0 (0.00)	08 (57.14)	6 (42.86)	14
Total	58	30	10	98

Figures in the parenthesis are percentage

Factor	Degree of Freedom	Calculated Chi- Square	Table value	Hypothesis
Designation	4	39.437	9.49	Rejected

The data from above table indicates that 66.67 percent of the sample respondents are belonging to assistant professor category and 75.00 percent of the sample respondents belonging to associate professor category are drawing high level of satisfaction from their jobs.

The interested thing comes out from the data is that no respondent has been found in others category who is highly satisfied. The reason behind this is that the college teachers included in this category are working on contract basis, having no job security and full salary benefits.

Statistical analysis shows that at 5% level of significance for 4 d.f the table value of Chi-square = 9.49. Since the calculated value of Chi-square = 39.437 is more than the table value. Hence the difference is significance. Therefore 1<sup>st</sup> hypothesis (there is no significant relationship between the Designation of the College Teachers and their level of satisfaction) is rejected.

It means that the satisfaction of the college teachers is not associated with their designation.



**TABLE 7 SAMPLE RESPONDENTS ACCORDING TO THEIR GENDER  
AND LEVEL OF SATISFACTION**

Gender	Level of Satisfaction			Total
	High	Medium	Low	
Male	20 (66.67)	8 (33.33)	2 (00.00)	30
Female	38 (55.89)	24 (35.29)	6 (08.82)	68
Total	58	32	8	98

Figures in the parenthesis are percentage

Factor	Degree of Freedom	Calculated Chi-Square	Table value	Hypothesis
Gender	2	0.9999	5.99	Accepted

Statistical analysis shows that at 5% level of significance for 2 degree of freedom the table value of Chi-square = 5.99. Since the calculated value of Chi-square = 0.999 is less than the table value. Hence the difference is insignificant. Therefore 2<sup>nd</sup> hypothesis (Female College Teachers are more satisfied with their job than their male counterpart) is accepted.

It is concluded that Female College Teachers are more satisfied with their job than the Male College Teacher.

**TABLE 8 SAMPLE RESPONDENTS ACCORDING TO THEIR  
INCOME AND LEVEL OF SATISFACTION**

Income (per annum)	Level of Satisfaction			Total
	High	Medium	Low	
Up to ₹4,00,00	0 (0.00)	12 (60.00)	08 (40.00)	20
₹4,00,000 to ₹8,00,000	40 (64.52)	20 (32.26)	02 (3.22)	62
Above ₹8,00,000	14 (87.50)	2 (12.50)	0 (0.00)	16
Total	54	34	10	98

Figures in the parenthesis are percentage



Factor	Degree of freedom	Calculated Chi-Square	Table value	Hypothesis
Income per annum	4	43.137	9.49	Rejected

The data from above table indicates that 64.52 percent of the sample respondents are belonging to income category ₹4, 00,000 to ₹8, 00,000; and 87.50 percent of the sample respondents belonging to income category above ₹8,00,000 are getting high level of satisfaction from their income per annum.

In the survey, it is found that not a single respondent belonging to others is highly satisfied with the income per annum they are getting.

Statistical analysis shows that at 5% level of significance for 4 degree of freedom the table value of Chi-square = 9.49. Since the calculated value of Chi-square = 43.137 is more than the table value. Hence the difference is significant. Therefore 3<sup>rd</sup> hypothesis (There is no significant relationship between the income per annum and the level of satisfaction) is also rejected.

It is concluded that there is significant relationship between the level of satisfaction of the college teachers and their per annum incomes.

**TABLE 9 SAMPLE RESPONDENTS ACCORDING TO THEIR FAMILY SIZE AND LEVEL OF SATISFACTION**

Family Size	Level of Satisfaction			Total
	High	Medium	Low	
Up to 3 Members	10(38.46)	14(53.85)	02(7.69)	26
3 to 5 Members	38(73.07)	12(23.08)	02(3.85)	52
Above 5 Members	06 (30.00)	10 (50.00)	04(20.00)	20
Total	54	36	08	98

Figures in the parenthesis are percentage

Factor	Degree of freedom	Calculated Chi-Square	Table value	Hypothesis
Members in the Family	4	19.046	9.49	Rejected



From the above table it indicates that 38.46 percent of the sample respondents who have up to 3 members in their family, 73.07 percent the respondents belong to the category of having 3 to 5 members in their family and 30.00 percent of the respondents who are having above 5 members in the family are highly satisfied with their job.

The calculated value of Chi-square = 19.046 is more than the table value of Chi-square = 9.49 at 5% level of significance. Hence, the difference is significant. Therefore, the framed 4<sup>th</sup> hypothesis (there is no significant relationship between the family size and level of satisfaction) is rejected.

It is concluded that the level of job satisfaction is not associated with the size of the family.

**TABLE 10 SAMPLE RESPONDENTS ACCORDING TO THEIR EARNING MEMBERS IN THE FAMILY AND LEVEL OF SATISFACTION**

Earning Members in the Family	Level of Satisfaction			Total
	High	Medium	Low	
One Member	02 (50.00)	02 (50.00)	00 (0.00)	04
Two Members	46 (65.71)	22 (31.43)	02 (2.86)	70
Three Members	06(42.86)	06(42.86)	02(14.28)	14
Above 3 Members	04 (40.00)	04 (40.00)	02 (20.00)	10
Total	58	34	06	98

Figures in the parenthesis are percentage

Factor	Degree of freedom	Calculated Chi-Square	Table Value	Hypothesis
Earning members in family	6	8.712	12.6	Accepted

Statistical analysis shows that at 5% level of significance for 6 degree of freedom the table value of Chi-square = 12.6. Since the calculated value of Chi-square = 8.712 is less than the table value. Hence the difference is insignificant. Therefore 5<sup>th</sup> hypothesis (there is no significant relationship between the Earning Members in the Family and their level of satisfaction) is accepted.



It is concluded that the level of satisfaction of the college teachers is independent of the earning members in the family.

**TABLE 11 SAMPLE RESPONDENTS' OPINION REGARDING FACTORS IMPACTED JOB SATISFACTION**

S. No	Factors	Highly Impacted the Level of Job Satisfaction	
		Frequency	Percentage
1	Getting handsome salary is job satisfaction.	78	79.59
2	Having dignity and social status is job satisfaction	74	75.51
3	Job security (in terms of stability and permanency) is job satisfaction.	75	76.53
4	Job matching with academic qualification is job satisfaction.	73	74.49
5	To get a favorable physical environment is job satisfaction.	54	55.10
6	Vacations and fringe benefits are job satisfaction.	40	40.82
7	To work in a desired profession is job satisfaction.	70	71.43

Source: Primary data.

As per the opinion of the college teachers, the factors impacted highly to job satisfaction are: getting handsome salary (79.59 percent of the respondents voted in favour of high), having dignity and social status (75.51 percent), job security-in terms of stability and permanency (76.53 percent), job matching with academic qualification (74.49 percent), a favorable physical environment like big building, class rooms, furniture, teachers' room, toilets, etc. (55.10 percent), vacations and fringe benefits (40.82 percent) and to work in a desired profession (71.43 percent)

## 10. FINDINGS

- 1) Survey shows that 30.61 percent were male and 69.39 percent females. It further indicates that 61.22 percent of the sample represented assistant professors, 24.49 percent associate



professors and remaining 14.26 percent were come under others category. Therefore, majority of the respondents comes under assistant professor category.

- 2) It has been seen that majority of the respondents have 3 to 5 members in their families and two earning members are found in majority of the families.
- 3) On the income level, 63.26 percent of the respondents were getting between ₹4,00,000 to ₹8,00,000 per annum, 20.41 percent were getting up to ₹4,00,000 and 16.33 percent of the respondents were getting above ₹8,00,000 per annum. It is found that the majority of the respondents are having their income per annum between ₹4, 00,000 to ₹8, 00,000.
- 4) Female college teachers are more satisfied with their job than the male teachers.
- 5) Income per annum is an important factor on which the level of job satisfaction of the college teachers depends.
- 6) The satisfaction of the college teacher is not associated with their designations, family size (number of members in the family) and number of earning members in the family.
- 7) More than 75 percent of the respondents opined that handsome salary; dignity and social status and job security is job satisfaction.
- 8) It is found that more than 70 percent of the respondents opined that job matching with academic qualifications and to work in a desired profession is job satisfaction.

## **11. CONCLUSIONS AND SUGGESTIONS**

It is concluded that job satisfaction is the extent to which one feels good about the job. It is a pleasurable state resulting from the appraisal of one's job experience. The level of job satisfaction may not be homogeneous. It may differ from person to person, place to place, job to job, and institution to institution. In general, salaries, physical environment, job security, desired profession, job matching with academic qualifications, vacations and fringes benefits etc. affect the job satisfaction among the college teachers.

The study found that female college teachers are more satisfied with their job than the male teachers. One thing common in male and female is that both are satisfied with their income per annum and more than 75 percent of the respondents opined that handsome salary is job satisfaction. Majority of the respondents also sketch, dignity and social status, getting job security, job matching with qualifications, physical environment and to work in a desired profession is job satisfaction. The following suggestions will help in a great extent to improve the class room performance which in turn materialise the dream of quality education in the state.

- 1) The college teacher should have a separate room to prepare him for facing the class room effectively.





- 2) The teachers working on contract basis are dissatisfied with their job; and they should get at least the full salary benefits.
- 3) As the job of a college teacher in these colleges is transferable and which is a major among them; therefore, a transparent transfer policy should be practiced in displacing the teachers from one place to other, keeping in view the home places, family and health conditions.

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