

Job Satisfaction of Primary School Teachers In Relation to their Organizational Climate

Megha Gupta

Research Scholar, Deptt. of Education, St. Soldier College of Education, Jalandhar, Punjab (India)

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Corresponding Author

Email: drishtigupta[at]gmail.com

ABSTRACT

Primary Education is the initial stage of education. It provides students with a basic understanding of various subjects as well as the skills they will use throughout their lives. In the present study, the investigator tried to find out the job satisfaction among primary school teachers (male & female). The sample consisted of 200 primary teachers from private schools out of which 100 teachers were males and 100 were females from different schools of Kapurthala district. Standardized scales were used for used to collect the data. The result indicates that the male teachers of primary schools are more satisfied with their favorable organizational climate than female teachers.

1. Introduction

Job satisfaction is an individual attribute and it is the outcome of the fulfillment of the individual needs, which vary from person to person. This satisfaction or dissatisfaction with one's job depends upon the positive or negative evaluation of one's own success or failure in the realization of personal goals and the perceived contribution of the job to it. Some people love their works, other dislike it. People take a job for livelihood. Some stay in the same job and organization for a long time, others are always on the move. Modern men have to work in organization so they are not only affected by the content but the context or environment in which they work. They may like some facts of their work and its environment. They may dislike some aspects of works or they may be indifferent to others. All these attitudes regarding the job come under the preview of job satisfaction.

“Job satisfaction is the positive orientation of an individual towards the work role which he is presently occupying. It refers to an employee's general attitude towards his job.” **Vroom (1964)**

“Job satisfaction is not a unitary concept but a composite of many factors or dimensions. Job satisfaction is defined in terms of need fulfillment, attitude and discrepancy scores. Job

satisfaction his/her response and feelings towards different factors of his work role.” **Mehta (2006)**

“Job satisfaction is the amount of pleasure or contentment associated with a job.” **Andrew (2014)**

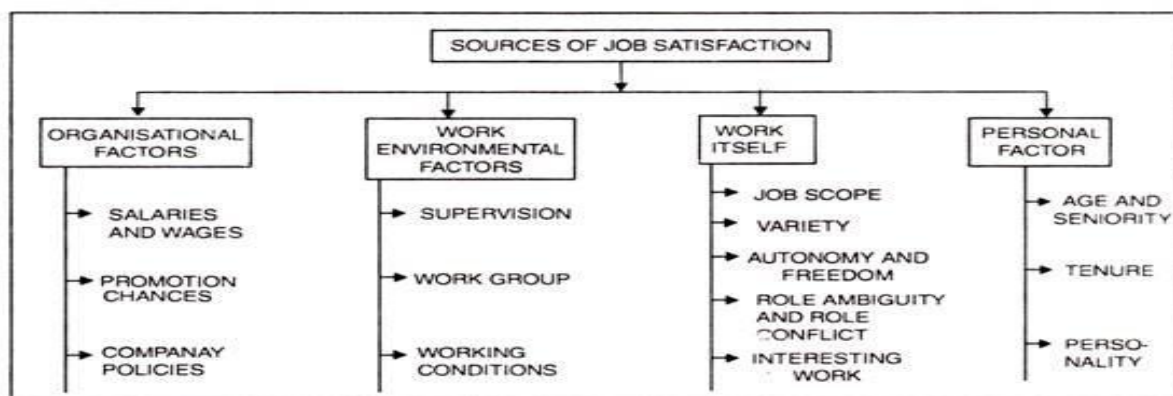
2. Dimensions of job satisfaction

(i) Job satisfaction cannot be seen, it can only be inferred. It relates to one's feelings towards one's job.

(ii) Job satisfaction is often determined by how well outcomes meet the expectations or exceed the expectations. If the employees working in the organization feel that they are working much harder than others in the department but are receiving lower rewards, they will be dissatisfied and have a negative attitude towards the job, the boss and the co-workers. On the other hand, if they feel that they are being paid equitably and treated well by the organization, they will be satisfied with their jobs and will have positive attitudes.

(iii) Job satisfaction and job attitudes are typically used interchangeably. Positive attitudes towards the jobs are conceptually equivalent to jobs satisfaction and negative attitudes towards the job indicate job dissatisfaction.

Factors Influencing Job Satisfaction



3. Organizational Climate

The concept of organizational climate was formally introduced by the human relationships in the late 1940s. Now it has become a very useful metaphor for thinking about and describing the social system. Organizational climate is also referred to as the 'situational determinants', 'Environmental determinants' which affect the human behavior. Some persons have used organizational culture and organizational climate interchangeably. An organization's climate is determined by the actions and values that organizational members have in common. This includes widely-held but unofficial beliefs, shared values, typical behaviors, behavioral patterns and mission statements. The climate occurs on many levels. There is an overarching atmosphere that impacts the entire organization. In addition, individual units within the larger group often function within their own specific environmental conditions. The climate affects the employees' job satisfaction and stress levels. Organization climate is of great significance for utilization of human relations and resources at all levels. Organizational climate has a major influence on motivation, productivity and job satisfaction. It is also a major motivating factor responsible for satisfaction and dissatisfaction of employees and affects the quantum of their turnover.

"Organizational Climate is a concept reflecting the content and strength of the prevalent values, norms, attitudes, behaviors and feelings of the people in an organization." **McNabb & Sepic (1995) Four Basic Assumptions of Organizational Climate**

1. Organizations of similar circumstances can differ greatly in productivity.
2. Productivity is often related to individual and group motivation.
3. Motivation is enhanced or inhibited by the organizational climate.
4. Executives shape the organizational climate.

4. Review of Literature

Kumar and Bohra (2014) conducted a study on the relationship of worker's job satisfaction with their perception about existing organizational climate. The obtained findings revealed that perceived organizational climate significantly affect worker's job satisfaction. The workers perceiving organizational climate as democratic were found to be highly job satisfied as compared to those perceiving organizational climate as autocratic.

Chopra (2015) investigated overall job satisfaction of teachers working in school with different climate condition. Organizational climate description questionnaire by M.L. Sharma (1978) and teachers Job satisfaction Inventory by Wall were used. Teachers working in school with open climate were found to be more likely to show higher overall job satisfaction than their counterpart.

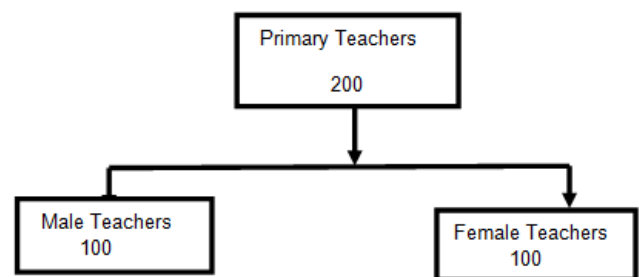
Stephens (2016) studied the organizational climate of schools in relation to teacher's qualifications and the type of school. A group of 345 teachers of 24 higher secondary and

high schools of tutoring were administered the School Organizational Climate Description Questionnaire (Sharma, 1973). Result reveals that teachers with diverse qualifications differed significantly in their perception of organizational climate. Teachers working in highly control climate schools affected by the Organizational Climate more than those working in low control climate schools.

5. Sample of the Study

In order to investigate the present problem, The data for the present study was collected from 20 private primary schools of Kapurthala district. The sample consists of 200 teachers from private primary schools out of which 100 teachers were male and 100 were female teachers.

The distribution of sample is presented below:



6. Tool Used

1. **JOB SATISFACTION SCALE**- Dr. Amar Singh & Dr. T.R. Sharma(1986)
2. **ORGANIZATIONAL CLIMATE SCALE**- Sanjyot Pethe, Sushama Chaudhari and Upinder Dhar (2001)

7. Statistical Techniques

After the collection of data, the following statistical technique has been to verify the hypotheses.

Mean

It is the best measure of central tendency. It must be defined as the sum total of all the separated scores divided by their number. It is more reliable and can be used for further statistical treatment. The formula employed to calculate mean is as follows:

$$M = \sum X/N$$

Where M = Mean

X = Scores

N = numbers of measures in the series

\sum = Summation / sum of total

Standard Deviation

The standard deviation is the most important and widely used measure of studying dispersion. Its significance lies in the fact of that is free from the defects, which the other measure of dispersion had, moreover, it can be used for further treatments. Standard deviation is denoted by SD. The formula for computing the standard deviation of ungrouped data is as follows:

$$S = \sqrt{\frac{\sum(x-\bar{X})^2}{n-1}}$$

$$t = \frac{\bar{x}-\mu}{\frac{s}{\sqrt{n-1}}}$$

Where, s = Standard deviation
 \sum = summation
 n = no. of students

t-TEST: The t-test is an analysis of two population means through the use of statistical examination; a t-test with two samples is commonly used with small samples sizes, testing the difference between the samples when the variances of two normal distributions are not known. This method is a mathematical method of measuring t-test computed using the following formula:

8. Analysis of data

The results of the present study are analyzed under the following heading-

- 3.1 There exists no significant difference in the job satisfaction of male and female primary school teachers.
- 3.2 There exists no significant difference in the job satisfaction of primary school male teachers with highly favorable and unfavorable organizational climate.
- 3.3 There exists no significant difference in the job satisfaction of female primary school teachers with highly favorable and unfavorable organizational climate.

Table 3.1
Showing significance of difference of the means of Job Satisfaction of Male and Female Primary School Teachers

Job Satisfaction	Gender	N	Mean	Standard Deviation	df	t
	Male Teachers	100	72.98	9.444	198	7.391**
	Female Teachers	100	62.00	11.468		

*Significant at 0.05 level **Significant at 0.01 level

Table 3.1 shows that the t-ratio of the significance of mean of job satisfaction scores of male and female primary school teachers is 7.391 which is statistically significant at 0.01 level of significance. Therefore, the hypothesis (1) "There exists no significance difference in the Job Satisfaction of Male and Female primary school teachers" is **rejected**.

So, it is clear from the table that there exists significant difference in the Job Satisfaction of Male and Female primary school teachers. Male primary school teachers are more satisfied in the job as compare to female primary school teachers.

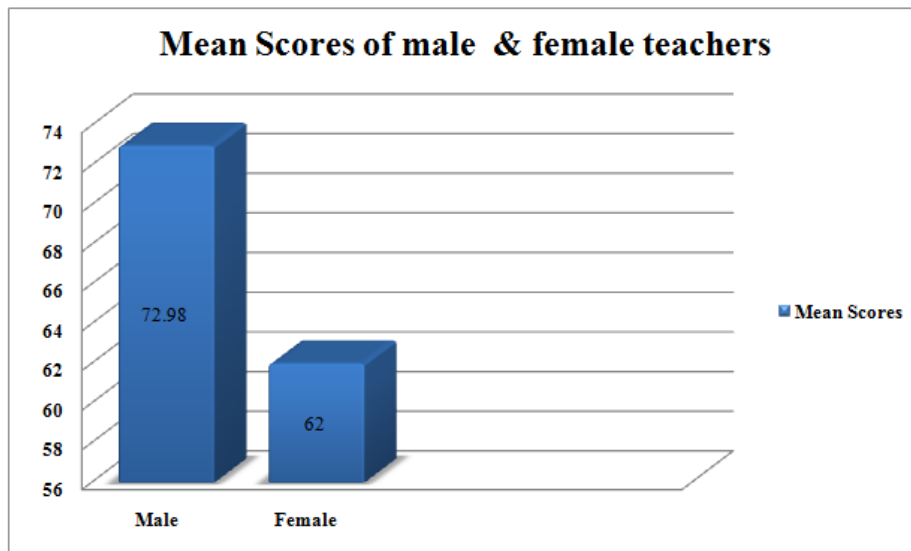


Fig:3.1 Showing significance of difference of means of Job Satisfaction of Male and Female Primary School Teachers

Table 3.2
Showing significance of difference of means of Job Satisfaction of Primary School male teachers with highly favorable and unfavorable organizational climate

Organizational Climate	N	Mean	Standard Deviation	df	t
Job Satisfaction	Favorable	40	153.78	70	24.172**
	Unfavorable	32	62.63		

*Significant at 0.05 level **Significant at 0.01 level

Table 3.2 shows that the t-ratio of the significance of mean of job satisfaction of male primary school teachers is 24.172 which is statistically significant at 0.01 level of significance.

Therefore, the hypothesis (2) "There exists no significance difference in the Job Satisfaction of primary school male

teachers with highly favorable and unfavorable organizational climate” is **rejected**.

So, it is clear from the table 3.2 that there exists significance difference in the Job Satisfaction of primary school

male teachers with highly favorable and unfavorable organizational climate.

It is found that male primary school teachers with highly favorable organizational climate have more job satisfaction than the male primary school teachers with unfavorable organizational climate.

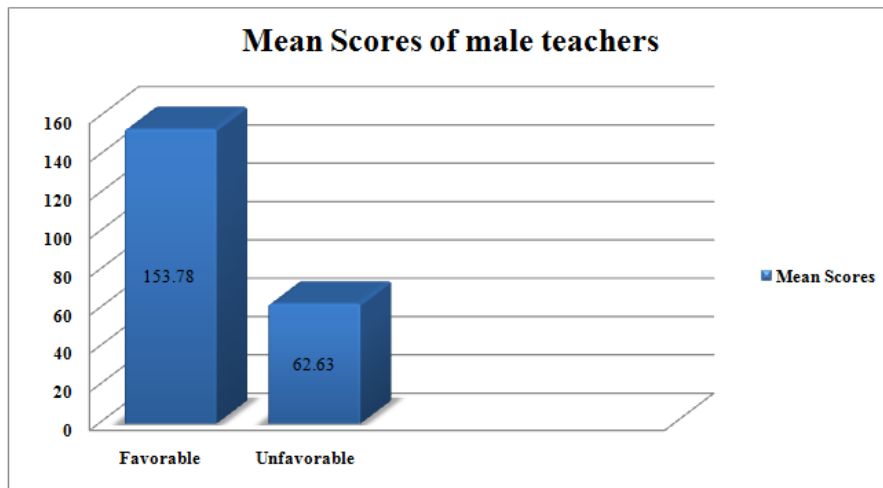


Fig:3.2 showing significance of difference of means of Job Satisfaction of Primary School male teachers with highly favorable and unfavorable organizational climate.

Table 3.3
Showing significance of difference of mean of Job Satisfaction of Primary School female teachers with highly favorable and unfavorable organizational climate.

Organizational Climate	N	Mean	Standard Deviation	df	t
Favorable	42	160.50	16.751	68	24.949**
Unfavorable	28	60.39	15.973		

*Significant at 0.05 level

**Significant at 0.01 level

Table 3.3 shows that the t-ratio of the significance of means of job satisfaction of female primary school teachers is 24.949 which is statistically significant at 0.01 level of significance. Therefore, the hypothesis (3) “There exists no significance difference in the Job Satisfaction of primary school female teachers with highly favorable and unfavorable organizational climate” is **rejected**.

So, it is clear from the table3.3 that there exists significance difference in the Job Satisfaction of primary school female teachers with highly favorable and unfavorable organizational climate.

It is found that female primary school teachers with highly favorable organizational climate have more job satisfaction than the female primary school teachers with unfavorable organizational climate.

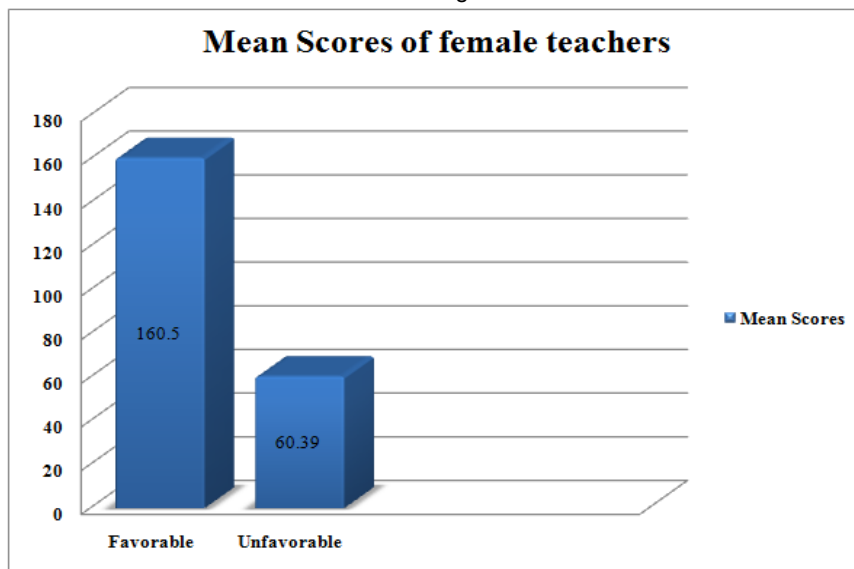


Fig:3.3 showing significance of difference of means of Job Satisfaction of Primary School female teachers with highly favorable and unfavorable organizational climate

9. Conclusion

Job satisfaction is a part of life satisfaction. It implies the overall adjustment to work situation. It is the amount of positive affect of individual towards their job. The researcher found that the male teachers of primary schools are more satisfied with

their favorable organizational climate. So efforts should be made to improve job satisfaction of female primary school teachers with respect to their unfavorable organizational climate to improve the standard of school education.

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