

## ANALYSIS OF JOB SATISFACTION AMONG THE TEACHERS OF GOVERNMENT SCHOOLS IN SAMMANTHURAI EDUCATIONAL ZONE IN AMPARA DISTRICT

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### Abstract

*Job satisfaction is one of the most widely discussed concepts in the areas of organizational behavior and human resource management. The study investigated the present level of job satisfaction among the teachers of government schools in Sammanthurai Educational zone in the Ampara district where it was revealed that the teachers were mostly dissatisfied in their job thorough the preliminary interview with the teachers and the officials of the education department. The job satisfaction of the government school teachers was studied based on the following job-related factors such as Nature of the Work, Remuneration, Work Supervision, Relationship with co-workers, Opportunities for Promotion and Working Environment. Quantitative research approach was employed to collect data from 270 government school teachers through a survey that was designed to investigate the factors influencing the job satisfaction. The collected data was analyzed using the Statistical Package for Social Sciences (SPSS Version 23). The results showed that nature of the work ( $\beta = 0.26, p < 0.001, 95\%$ ) was the most significant factors that influenced the job satisfaction followed by remuneration ( $\beta = 0.109, p < 0.05, 95\%$ ), opportunities for promotion ( $\beta = 0.118, p < 0.05, 95\%$ ), Working Environment ( $\beta = 0.137, p < 0.05, 95\%$ ). However, it was found that the factors such as relationship between work supervision ( $\beta = 0.021, p > 0.05, 95\%$ ) and relationship with coworkers ( $\beta = 0.097, p > 0.05, 95\%$ ) were not significant predictors of job satisfaction. The model only explained 40% of the variation in the job satisfaction. The study encountered the limitation in terms of the time factor in collecting data from the teachers due to their work schedule. The future research could be done by considering more other related factors that determine the job satisfaction in the same and different sectors.*

**Key words:** Job Satisfaction, Government School Teachers

### Introduction

Job Satisfaction is one of the most important in the organizational productivity. Job Satisfaction is one of the strategies for studying the attitudes of employees which is developed by analyzing the nature of satisfaction and the requirements. Disgruntled development officers who are not satisfied with their job, could not be committed and productive at the best of their capabilities. The teachers are facing problems related to their subjects

and distance. The general perception is that teachers are dissatisfied with their profession in the government schools in Sammanthurai. They are said to be dissatisfied with their job in the areas to work consecutively. If the fact is true that the government organization are dissatisfied, what then is this dissatisfaction? In what aspects are they satisfied? Therefore, it is necessary to involve into this matter through a study.

The question that this study seeks as what are the factors that influence in the job satisfaction and the level of job satisfaction among the teachers. The general objective of the study is to examine the teachers job satisfaction in government organization in Sammanthurai Ampara district. And the specific objective of the present study is to assess the factors that influence in the job satisfaction.

### **Literature Review**

The relevant literature was reviewed to gain a better understanding of the factors influencing the job satisfaction of teachers. One of the indispensable parts of the research is reviewing the literature. Literature review on teachers' job satisfaction and factors that influence the behaviors of Teachers within the Government School was taken in place. As suggested by Bolin (2007) the factors influencing job satisfaction identified by different studies are not identical, but the contents of the items are basically similar. Ellickson (2002).

The concept of job satisfaction was first developed from the Hawthorne studies of the late 1920s and early 1930s by Elton Mayo at the Hawthorne plant of the Western Electric Company in Chicago. Employee's job satisfaction is pleasure that an employee derives from his / her Job (Greenberg and Baron, 1993). According to Jyot and Sharma (2006) employees who have boring jobs tend to be less satisfied with their work.

A considerable number of research reports have reported that the teachers' job satisfaction was related positively to the

teachers' salaries (Islam and Purnamasari, 2019). According to these studies, an increase in salary was followed by a considerable raise in the teachers' job satisfaction.

The principal holds the formal authority to supervise the teachers' work, and serves as the link between the school and the community, as well as with the district offices (Johnson, 2006). This healthy relationship and support are especially important for those teachers who are at the start of their teaching careers. As argued by Herzberg, et al., their presence was not necessarily increased the job satisfaction of employees, but are some of the preconditions to be fulfilled for the job satisfaction of employees to prevail. This is because the interpersonal relations of teachers within the school community influence both job satisfaction and the probability of teachers remaining in the school and in the profession (Leithwood & McAdie, 2007).

As affirmed by Karsli and Iskender (2009) teachers need the appreciation, approval and respect of school administrators, and of others. Administrators that consider and meet these needs help the teachers to feel valuable, able, functional, and important. Understanding the effect of working conditions on the teachers' day-to-day professional activities will have the power to provide precise, explicit, and measurable goals to work toward (Chang et al., 2010). Chang et al. (2010) revealed that there is a positive relationship between Working Environment with the Job Satisfaction.

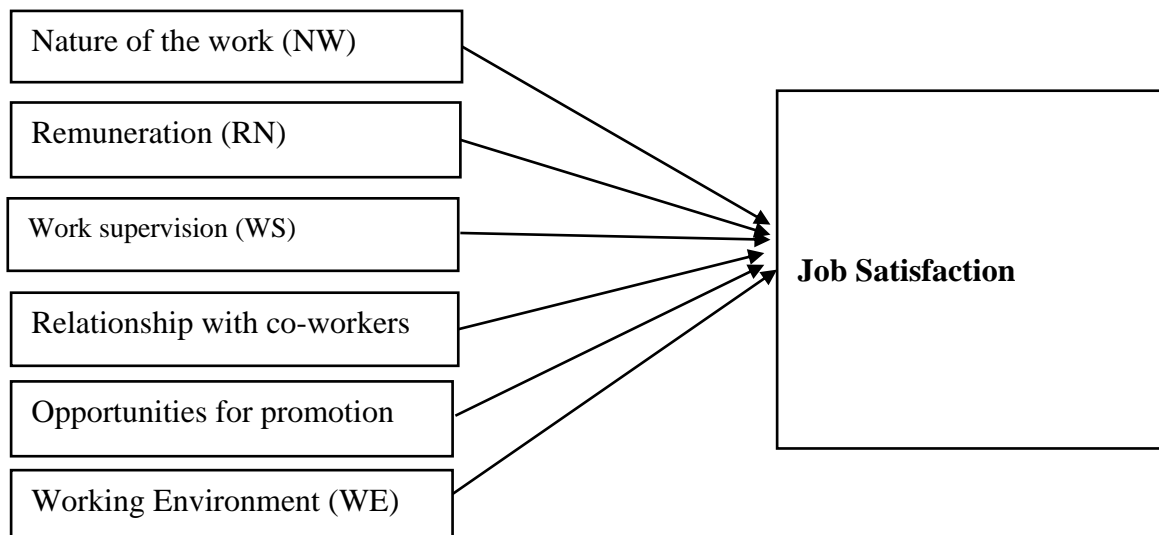


Figure.1. Conceptual Model

### Methodology

A sample of 270 respondents was included in this survey. The respondents were selected from the selected schools in Sammanthurai, Ampara district. These teachers were chosen by using a probability random sampling. The respondents were teachers of government schools in the selected region. The quantitative research approach was employed and the survey questionnaire was used to collect data from the government school teachers. The questionnaire included the variable that influence the job satisfaction on 5-point likert scale from the selected school teachers at Sammanthurai Educational Zone. Despite the main disadvantage of self-reports as not always being reliable, and as being unable to enable deep understandings and contextual differences, survey methods have advantages in terms of the participants' anonymity (when using questionnaires), flexibility, low cost and effort, and ease of generalizability. The sample respondents selected from the relevant population and served as a means of collecting the relevant data.

Cooper and Schindler (2014) define a population as the total of the elements upon which inferences can be made. In this study the population was considered as the teacher who are working in the

Sammanthurai Educational Zone. That consist three educational divisions. Such Sammanthurai, Navithanveli and Irakkamam. Sammanthurai division is consisting 37 schools with 874 teachers and 16,399 students, and Navithanveli Educational division consist 22 schools along with 359 teachers and 4,662 students. Irakkamam division was running with 12 schools and weighted 205 teachers and 3,878 students. Total number of teachers in the Sammanthurai Educational Zone was 1,438.

Sampling is central to ensure that the generalizations are valid. This is because proper sampling improves the internal and external validity of the measuring instrument the questionnaires. A sample is a set of target respondents selected from a larger population for the purposes of surveys (Singh, 2007). The quality of the research outcome depends among others on the size and representativeness of the sample and the sampling strategy used. The samples selected for purposes of analysis should be representative. Random sampling method was be used for the quantitative of the study. In this study, 8 schools from Sammanthurai division were be selected for the study, in Navithanvely division selected

5 schools and 5 schools was selected in Irakkamam division.

How large a sample size should be is a function of the variation in the population perimeters under study and the estimating precision needed by the researcher Cooper and Schindler (2014). Researchers was required to collect data from a smaller number of participants who was part of the large population or group and that smaller number is what is referred to as a sample. Eight Schools was be selected out of 37 and 15 number of respondents was taken in this study. Each five schools were selected from Navithanveli and Irakkamam divisions.

In quantitative studies, data collection is normally done through the use of survey instruments Creswell (2008). According to him, an instrument is “a tool for measuring, observing, or documenting quantitative data”. In this study, a self-designed 5-Likert scale survey instrument was employed in collecting quantitative data. The instrument consisted of main two parts.

The first part consists of 30 questions related to independent variables. The second part of the instrument was in general questions consisting 10 questions to cover up their personal data.

### Findings and Discussions

The findings of this study have met the objectives of the research. As per the findings, Nature of the work factors are ranked as the most influencing factors in the Job Satisfaction with an overall coefficient of 0.267. This is followed by Working Environment with an overall coefficient of 0.137, therefore, head of the department must pay more attention to this factor by acquiring the Physical Conditions, Location, Environment, Discipline and Behavior in order to improve their satisfaction on the job. According to the information among 270 respondents, 117 respondents 43.3% of the total respondents were male and 153 respondents 56.7 % of the total respondents were female.

Table 1. Summary of Factor analysis

Construct	Cronbach's alpha	KMO Value	Bartlet's test-p value
Job Satisfaction	0.819	0.825	0.000
Nature of the work	0.822	0.814	0.000
Remuneration	0.879	0.843	0.000
Work Supervision	0.863	0.817	0.000
Relationship with co-workers	0.875	0.864	0.000
Opportunities for Promotion	0.858	0.843	0.000
Working Environment	0.882	0.870	0.000

The Correlation analysis results showed that the research as part of the testing of multicollinearity developed. The

correlation between the independent variables have been given below in Table 5.

**Table 2: Correlation**

		JS	NW	RN	WS	RC	OP	WE
JS	Pearson Correlation	1	.530**	.441**	.395**	.410**	.473**	.508**
	Sig.(2-tailed)	.000	.000	.000	.000	.000	.000	.000
NW	Pearson Correlation	.530**	1	.422**	.554**	.418**	.491**	.515**
	Sig.(2-tailed)	.000		.000	.000	.000	.000	.000
RN	Pearson Correlation	.441**	.422**	1	.378**	.383**	.527**	.508**
	Sig.(2-tailed)	.000	.000		.000	.000	.000	.000
WS	Pearson Correlation	.395**	.554**	.378**	1	.388**	.427**	.470**
	Sig.(2-tailed)	.000	.000	.000		.000	.000	.000
RC	Pearson Correlation	.410**	.418**	.383**	.388**	1	.352**	.527**
	Sig.(2-tailed)	.000	.000	.000	.000		.000	.000
OP	Pearson Correlation	.473**	.491**	.527**	.427**	.352**	1	.587**
	Sig.(2-tailed)	.000	.000	.000	.000	.000		.000
WE	Pearson Correlation	.508**	.515**	.508**	.470**	.527**	.587**	1
	Sig.(2-tailed)	.000	.000	.000	.000	.000	.000	

The Regression results showed that the extent of association of independent variables on specific dependent variable in a linear method. R Square value is 0.397, which means 39.7% of the variation in Job Satisfaction can be explained by Nature of

the work, Remuneration, Work Supervision, Relationship with coworkers, Opportunities for promotion and Working Environment. The Durbin Watson statistic of 1.967 (Table 6) is not too far from 2.

**Table 3: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df 1	df2	Sig. Change	Durbin Watson
1	.630a	.397	.383	.46956	.397	28.817	6	263	.000	1.967

Table4: Coefficient of Determination

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig. (p)	95% Collinearity Interval for B		Confidence Statistics
		B	Std. Error				Lower Bound	Upper Bound	
1	(Constant)	1.039	.029		0.000	1.000	-.056	0.056	
	NW	.267	.062	.273	4.297	0.000	0.145	0.390 1.758	0.569
	RN	.109	.052	.125	2.091	0.038	0.006	0.211 1.570	.637
	WS	.021	.053	.023	0.386	0.700	-.085	0.126 1.594	.627
	RC	.097	.051	.110	1.884	0.061	-.004	0.198 1.482	.675
	OP	.118	.058	.131	2.035	0.043	0.004	0.233 1.812	.552
	WE	.137	.060	.158	2.301	0.022	0.002	0.254 2.053	.487

According to the information among 270 respondents, 117 respondents 43.3% of the total respondents were male and 153 respondents 56.7 % of the total respondents were female. Regarding the distance to the workplace from their origin place 44 respondents between 0-1 Km 16.3%, 61 respondents between 1- 4 Km 22.6 %, 31 respondents 11.5% between 5-8 Km, 44 respondents 9-14 Km distance reached 16.3% and above 14 Km 90 respondents 33.3%. Most of the teachers were above 14 Km. In the case of the transportation mode 4 respondents of bicycle 1.5%, 135 respondents of motor cycle 50%, 42 respondents of bus 15.6%, 60 respondents of hired vehicle 22.2% and other 29 respondents were 10.7%. The highest transportation mode is motor cycle.

The results indicate significant relationships at the 99% confidence level between respondents' job satisfaction and occupational class ( $r = 0.630$ ,  $p < 0.01$ ), gender ( $p = 0.000$ ,  $p < 0.05$ ), distance ( $p = 0.044$ ,  $p < 0.05$ ), transportation mode ( $p = 0.009$ ,  $p > 0.05$ ). Furthermore, there was a significant relationship between nature of the work and job satisfaction ( $p = 0.00$ ,  $p < 0.05$ ) at the 95% confidence level. Also, there was the significant relationship between remuneration, opportunities for promotion, Working Environment and job satisfaction ( $p=0.038$ ,  $0.043$  and  $0.022$ ,  $p<0.05$ ). However, no significant relationship between work supervision, relationship with coworkers and job satisfaction was found ( $p = 0.70$  and  $0.061$ ,  $p > 0.05$ ).

## Conclusion

This study examined the influencing factors on the Job Satisfaction among the teachers of government schools in Sammanthurai Educational zone, Ampara district. The researcher developed and tested a model of nature of the work, remuneration, Work Supervision, Relationship with co-workers, Opportunities for promotion and Working Environment which how influence on the Job Satisfaction in the light of existing literature. Even though the nature of the work highly influences on the Job Satisfaction. Working environment, opportunities for promotion and remuneration have stranded significant level of influence. The reason for preferring the job satisfaction is high influence of nature of the work.

More over the location and physical conditions have vital part in the environment. Job satisfaction has been subject of great interest among behavioral scientists and Human research management researchers over period of time. Number of organizational, individual, and psychological factors has been identified to enhance satisfaction level. However, these factors have been revisited time and again and job satisfaction determinants information is still inconclusive. This has led to develop a Conceptual model and test it in developing country to assess the magnitude of different factors that might enhance job satisfaction of the teachers of government Schools in Sri Lanka.

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