

Job Satisfaction among Teachers in Government and Private Primary Schools

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Abstract—Education is the backbone of a nation. Teachers are essential players in promoting quality education. The teachers are continuously working for the attainment of this Millennium Development Goal of basic education for all by 2015. Thus pressure of work is more on the Primary School Teachers as they have to start from zero. The present study was conducted to know the job satisfaction among teachers in Government and Private Primary Schools of Jammu City. The sample comprised of 50 teachers from each setting. The required information was collected with the help of an interview schedule. A five point Likert scale was used to study the level of satisfaction among teachers. The results of the study revealed that there was a marked difference in the two groups of teachers regarding their perceptions and level of job satisfaction. The Government School Teachers were dissatisfied regarding infrastructure facilities (Physical environment), social environment, transfer policy and respect in the society. Moreover they believed that they had more workload than Private School Teachers as they took more classes and performed additional non-teaching duties. They did not get any performance based incentives. The Private School Teachers on the other hand were satisfied with the infrastructure, had less workload than their counterparts and were satisfied with performance based incentives. But they were dissatisfied with their salary, job security, leave facility, autonomy provided by the seniors and selection procedures for their jobs.

Keywords: Job satisfaction, primary teachers, government schools, private schools.

1. INTRODUCTION

Education is the backbone of a nation. Teachers are essential players in promoting quality education. Primary education in particular has remained a serious concern of the nation since Independence. A large number of programs and schemes have been initiated both by the Union and State Governments to realize the goal of the Universalisation of Primary Education. This has led to the opening of a large number of schools with emphasis on enrolment and retention coupled with focus on quality of education. The quantitative expansion seems to have diluted the quality of education. Teaching passes world knowledge from generation to generation. It prepares people to different occupations and adds to human knowledge through research and development and teachers play an

important role in this process. The teaching profession ranks high on the success list of a society [1].

Undoubtedly work has a central role in people's life. Apart from the fact that it occupies a lot of their lifestyles. Thus, the context of employee's job should be attractive and contribute to their satisfaction. It is believed that satisfaction at work may influence various aspects of work such as efficiency, productivity, absenteeism, turnover rates, and intention to quit, and finally employee's well-being[2].

Koustelios[3]studied the Personal Characteristic and Job Satisfaction of Greek Teachers. The study was conducted on 354 teachers of the age group of 28-59 years from 40 schools. The results revealed that teachers were satisfied with the job itself and supervision, whereas they were dissatisfied with pay and promotional opportunities. The result of standard multiple regressions showed that certain personal characteristics (e.g. gender, age etc.) were significant predictors of different aspects of job satisfaction.

Buka [4] examined differences of job attitudes and turnover intention between the Public and Private School Teachers in Albania. The attitudinal variables were: Job satisfaction, job involvement, organizational commitment, behavior intention, and turnover intention. Data was gathered from totally 429 teachers (N=254 from public and N = 175 from private schools) from high and secondary schools of Albania. Out of this 315 were females and 114 were males.

Mehta [5] investigated on Job satisfaction among teachers to know whether the perception of job satisfaction among teachers was affected by the type of organization (Private vs. Govt.) and the gender (Male vs. Female). Result showed that there was significant difference in the level of job satisfaction of Govt. and Private school teachers.

Results stated that the Private School Teachers were more satisfied with their jobs as compared to their colleagues working in the public sector. It was found that there were significant differences between the teachers working in the Public and Private Schools regarding job involvement and organizational commitment. No difference was found in

turnover intention between the public and private sector teachers.

The teachers are the architect of nation building. They are building the future of the nation. The low and declining status of the Primary School Teacher is identified as a major factor contributing to low occupational status and poor motivation in all the country reports. In most countries, this is closely related to limited vocational commitment to teaching among majority of the teachers. The general perception of stake holders and teachers in all countries is that the teaching profession no longer commands the high status it enjoyed 30 years ago and that teachers, especially Primary School Teachers are now ‘undervalued by the society. The country studies confirm that teaching is very much regarded as “Employment of last resort” by most school leavers and university graduates. Teachers also complain that the emergence of the para-teacher in many countries (especially in South Asia) has reduced the status of regular teachers. The teachers are continuously working for the attainment of this Millennium Development Goal of basic education for all by 2015. The pressure of work is more on the Primary School Teachers as they have to start form zero. But their status is declining day by day. They are not satisfied with their job. Thereis great need to know reasons for their dissatisfaction, their perceptions of job satisfaction and the problems faced by them hence this study was taken up to measure the level of job satisfaction among teachers in government and private primary schools.

2. RESEARCH METHODOLOGY

The present study was undertaken to know the level of job satisfaction among primary school teachers of Government and Private Schools in Jammu city, in relation to salary, job security, locale, management and educational qualification. All the Teachers serving in Government and Private Primary schools of Jammu city were treated as population of the study. For sample, the Purposive sampling technique was adopted for the study. Fifty Primary school teachers from government schools and fifty from private schools were selected thus a total of 100 Primary School Teachers were the sample for the study.

Data was analyzed qualitatively and quantitatively. To analyze the data, collected information was classified in the light of objectives set forth for the study. The classified data was coded, tabulated and was analyzed by using appropriate statistical techniques. A five point Likert scale was used to study the level of satisfaction among teachers. The respondents were asked to give their response as Highly Satisfied (H.S), Satisfied (S), Neither Satisfied nor Dissatisfied (NSNDS), Dissatisfied (D.S) and Highly Dissatisfied (H.D.S) to the various statements indicating satisfaction or dissatisfaction of employees from various job factors. The weight was assigned as 5, 4, 3, 2 and 1 respectively.

Then weighted average was calculated by using the following formula

$$(WAS)=\frac{(F_{HS} \times 5) + (F_S \times 4) + (F_{NSNDS} \times 3) + (F_{DS} \times 2) + (F_{HDS} \times 1)}{N}$$

N = Total No. of Respondents.

3. ANALYTICAL RESULTS

3.1. Satisfaction from Salary

One of the main purposes of job is to get the payment or salary. Salary is compensation to an employee for services rendered on a weekly, monthly or annual basis. It is very natural that a handsome salary will bring job satisfaction. Salary must be consistent with present socio-economic condition. It means one has to cope with the society with one’s salary. At least living cost will be covered by that salary when one’s salary cannot meet up that, they have to look for other earning sources.

It is clear from Table No. 1 that majority 74% of the Government School Teachers were satisfied with their salary, whereas all the teachers from Private Schools were dissatisfied with their present salary. Their salary was not enough to afford their family expenditures; they had to look for tuition work to supplement their income.

Table 1: Satisfaction from salary

Response Employees	H.S.		S		N.S. N.D.S.		D.S.		H.D.S		WAS
	N	%	N	%	N	%	N	%	N	%	
Government Schools	6	12%	37	74%	7	14%	--	--	--	--	3.98
Private Schools	--	--	--	--	--	--	50	100%	--	--	02
Total	06		37		07		50		--	--	100

The weighted average scores of 3.98 and 02, indicated above average level of satisfaction among Government School Teachers and below average level of satisfaction among Private School Teachers.

A similar study conducted by Sharma and Jyoti[6] Jammu revealed that Primary School Teachers were having less package than Government School Teachers.

3.2. Opinions Regarding Job Security

Job security is an important non-financial incentive for most of the employees. Secure in the sense that the payment is regular, no scope to be fired off and financial benefit after retirement is guaranteed. Permanency of any job is directly linked with job satisfaction and it reduces tension and thus guaranteed devotion to the job.

Table No.2 indicates that majority 86% of the Government School Teachers were highly satisfied as regards job security whereas majority 80% of the Private School Teachers were highly dissatisfied as regards job security.

Table 2: Opinions regarding job security

Response Employees	H.S.		S		N.S. N.D.S.		D.S.		H.D.S.		WAS
	N	%	N	%	N	%	N	%	N	%	
Government Schools	43	86%	--	--	07	14%	--	--	--	--	4.72
Private Schools	--	--	--	--	--	--	10	20%	40	80%	1.2
Total	43		--	--	07		10		40		100

Weighted average score of 4.72 in case of Government School Teachers indicated high level of job security among them. On the other hand, the weighted average score of 1.2 in case of Private School Teachers indicated below average level of satisfaction, which was comparatively lesser than the Government School.

Research conducted by Craig [7] revealed that Private School Teachers were more insecure in position than Government School Teachers.

3.3. Opinions Regarding Leave Facilities

Those employees who have some work at their place or have any problem related to health, family and other issues are on the lookout for leave. Nothing is certain in this world, so anything can happen any time. Everyone has the right to attend the other issues of his or her life except the work also. Hence adequate leave facilities should be provided to keep workers motivated and satisfied.

Table 3 presents the data related to the leave facilities available to the Primary School Teachers. Majority 80% of the Government School Teachers were satisfied with the leave facilities available whereas about half of the Private School Teachers were neutral towards the leave facilities. The weighted average score 4.2 and 3.22 indicated high and above average level of satisfaction among Government and Private School Teachers respectively.

Table 3: Opinions regarding leave facilities.

Response Employees	H.S.		S		N.S. N.D.S.		D.S.		H.D.S.		WAS
	N	%	N	%	N	%	N	%	N	%	
Government Schools	10	20%	40	80%	--	--	--	--	--	--	4.2
Private Schools	--	--	18	36%	25	50%	07	14%	--	--	3.22
Total	10		58		25		07				100

3.4. Opinions Regarding Autonomy Provided By Seniors

Autonomy is the degree to which the job provides substantial freedom, independence, and judgment to the individual in scheduling the work and in determining the procedures to be used in carrying it out [8]. It is clear from Table 4 that majority 98% of the respondents from Government Schools were satisfied with the autonomy provided to them and majority 92% of the Private School Teachers were dissatisfied.

Table 4: Opinions regarding autonomy provided by seniors.

Response Employees	H.S.		S		N.S. N.D.S.		D.S.		H.D.S.		WAS
	N	%	N	%	N	%	N	%	N	%	
Government Schools	01	02%	49	98%	--	--	--	--	--	--	4.02
Private Schools	--	--	04	08%	--	--	46	92%	--	--	02
Total	01		53		--	--	46		--	--	100

There was high level of satisfaction among Government School Teachers (W.A.S. = 4.02) and below average level of satisfaction among Private School Teachers (W.A.S. = 02).

The results of the study are at par with the result of the study conducted by Frase and Sorenson [9] that Autonomy is strongly related to job satisfaction for many but not all teachers. Majority of teachers view autonomy as freedom to develop congenial relationship to accomplish task.

3.5. Rewards for Good Performance

Rewards act as motivators to the employees, which results in the enhancement of their performance on the job. It also provides a sense of belongingness among them. Rewards build up loyalty and have a positive impact on job satisfaction.

All the respondents from Government School were dissatisfied with rewards for good performance (Table 5). Whereas in case of Private Schools most 60% of the Private School Teachers were satisfied with this.

Table 5: Opinions regarding rewards for good performance

Response Employees	H.S.		S		N.S. N.D.S.		D.S.		H.D.S.		WAS
	N	%	N	%	N	%	N	%	N	%	
Government Schools	--	--	--	--	--	--	50	100%	--	--	02
Private Schools	02	04%	30	60%	--	--	18	36%	--	--	3.32
Total	02		30		--	--	68		--	--	100

A comparison of the weighted average scores indicated comparatively more satisfaction among private school teachers as weighted average score of private school was 3.32

and of government school teachers was found to be below average i.e. 02.

A similar study conducted by Ololube [10] revealed that teachers were dissatisfied with the material rewards and benefits as in case of Government School Teachers.

3.6. Physical Environment

Employees must be provided with good working conditions so that they may like work and work place and maintain their efficiency.

Physical environment covers infrastructure of the school building, class-rooms, furniture and other interiors; toilets, especially, female toilets, playground, computer facilities, communication and location of the schools, etc. Working conditions certainly influence the motivation and morale of the employees and play an important role in determining the level of job satisfaction

Table No. 6 shows that majority of the Government School Teachers and only 4% of the Private School Teachers were dissatisfied with the working conditions. Majority (76%) of the Private School Teachers were highly satisfied and satisfied regarding it.

Table 6: Opinions regarding physical environment.

Response Employees	H.S.		S		N.S. N.D.S.		D.S.		H.D.S.		WA S
	N	%	N	%	N	%	N	%	N	%	
Government Schools	--	--	10	20%	0	0%	3	60%	0	12%	2.36
Private Schools	1	28%	2	48%	1	20%	0	0%	0	--	04
Total	1	4%	3	4%	1	4%	3	2%	0	6%	100

The weighted average score 2.36 and 04 in case of Government and Private School Teachers respectively indicated below average level of satisfaction among Government Sectors and high level among Private Sectors. So, the working conditions in Private Schools were found better than Government Schools.

Similar results were found from the study conducted by Joseph[11]. The results of the study indicated high satisfaction level and better performance among Private School Teachers regarding working conditions.

3.7. Social Environment

Social environment covers family support to teachers, teacher-students relationship, interpersonal relationship among the colleagues, head teacher assistant teacher's relationship. Satisfaction and dissatisfaction is also drawn from the interpersonal relationship among the colleagues. A sound relation among the colleagues can produce satisfaction.

Table No. 7 shows that half of the respondents from Government Schools were dissatisfied and majority (82%) from Private Schools were satisfied with the interpersonal relationship.

Table 7: Opinions regarding social environment.

Response Employees	H.S.		S		N.S. N.D.S.		D.S.		H.D.S.		WA S
	N	%	N	%	N	%	N	%	N	%	
Government Schools	--	--	10	20%	0	10%	2	50%	1	20%	2.3
Private Schools	0	0%	4	82%	0	12%	--	--	--	--	3.96
Total	0	3%	5	1%	1	1%	2	5%	1	0%	100

The weighted average score of Government School Teachers was 2.3 so their satisfaction level was below average and the satisfaction level of Private Schools Teachers was above average with weighted average score (W.A.S. = 3.94).

Hence, comparatively the Private School Teachers had better interpersonal relationship.

3.8. Opinions Regarding Working Hours

Everyone has a capability to work but within certain limits. Continuous and excessive working hours decreases the efficiency of the employees as well as creates dissatisfaction among employees.

It is clear from Table 8 that majority 78% of the Government School Teachers were highly dissatisfied with the working hours whereas majority 90% of the Private School Teachers were satisfied and 10% of them were highly satisfied with the working hours.

Table 8: Opinions regarding working hours.

Response Employees	H.S.		S		N.S. N.D.S.		D.S.		H.D.S.		WA S
	N	%	N	%	N	%	N	%	N	%	
Government Schools	02	04%	01	02%	08	16%	--	--	39	78%	1.54
Private Schools	05	10%	45	90%	--	--	--	--	--	04%	4.1
Total	07		46		08		--		39		100

The weighted average scores of 1.54 (below average) in case of Government School Teachers and 4.1 (high) in case of Private School Teachers indicated that Private School Teachers were more satisfied regarding working hours than Government School Teachers.

3.9. Opinions Regarding Transfer Policy

Transfer policy plays an important role in satisfaction of employees. The transfer policy should be convenient for all the employees. Employees should be recruited and placed

within their resident area. If the employees are transferred to distant areas, their satisfaction level is hindered by this.

The data relating to views of respondents regarding transfer policy are presented in Table no. 9.

Table 9: Opinions regarding transfer policy.

Response Employees	H.S.		S		N.S. N.D.S.		D.S.		H.D.S		WA S
	N	%	N	%	N	%	N	%	N	%	
Government Schools	01	2%	19	38%	09	18%	21	42%	--	--	3
Private Schools	--	--	50	100%	--	--	--	--	--	--	4
Total	01		69		09		21		--		100

Forty two percent of Government School Teachers were dissatisfied with the transfer policy. Whereas all the Private School Teachers were satisfied as regards transfer policy.

The weighted average score 03 which was above average and 04, i.e. high in case of Government School Teachers and Private School Teachers respectively shows that the Private School Teachers were more satisfied regarding transfer policy.

3.10. Opinions Regarding Grievances Handling

A grievance means any discontentment or dissatisfaction arising out of anything related to the organization where employee is working. It arises when an employee's feels that something had happened or is going to happen which is unfair, unjust or inequitable.

Table 10 reveals that majority 92% of the Government School Teachers were dissatisfied and majority 96% of the Private School Teachers were satisfied with the grievance handling system in their schools.

Table 10: Opinions regarding grievances handling.

Response Employees	H.S.		S		N.S. N.D.S.		D.S.		H.D.S		WA S
	N	%	N	%	N	%	N	%	N	%	
Government Schools	--	--	04	08%	--	--	46	92%	--	--	2.16
Private Schools	--	--	48	96%	--	--	02	04%	--	--	3.92
Total	--	--	52		--		48		--		100

The weighted average score of Government School Teachers was found below average i.e. 2.16 and satisfaction level of Private School Teachers was found to be 3.92, i.e. above average.

On comparison of weighted average scores, it was seen that grievance-handling system in Private Schools was better than Government Schools.

3.11. Opinions Regarding Teacher's Respect in the Society

Teaching is an honorable profession. Every Teacher wants to be respected in the community. These Teachers work for community but instead of appreciation they are pointed out for their work, community people interfere in their working.

Table No. 11 shows that majority 72% of the Govt. School Teachers were dissatisfied regarding the respect they were getting from the community.

Table 11: Opinions regarding teacher's respect in the society.

Response Employees	H. S		S		N.S N.D.S		D.S		H.D.S		W.A .S
	N	% age	N	% age	N	% age	N	% age	N	% age	
Government School	08	16%	05	10%	01	02%	36	72%	-	-	2.7
Private School	08	16%	28	56%	12	24%	01	02%	01	02%	3.82
Total	16		33		13		37		01		100

The weighted average score was lower in case of Government schools i.e. 2.7, than Private schools (3.82). This revealed that Government School Teachers felt that they were not respected in the community. The parents did not cooperate with teachers in providing quality education to their children. The Government School Teachers responded that they did not really care if the students learnt to read and write. They promoted the children, maintained the records and did what they were asked to do. Sometimes, the community members / leaders force them to promote their children to higher classes without taking any tests or seeing their performance in last qualifying exams. After getting pressurized the Govt. School Teachers were forced to fulfill the illegal demands of people against their wishes.

3.12. Opinions Regarding Selection Procedure for the Job

Transparent selection procedure provides an efficient staff and teachers. These teachers are having adequate knowledge and skills to provide better quality education.

Majority (70%) of the Government School Teachers were satisfied and most (54%) of the Private School Teachers were dissatisfied regarding selection procedure (Table No. 12).

Table 12: Opinions regarding selection procedure for the job.

Response Employees	H. S		S		N.S N.D.S		D.S		H.D.S		W. A.S
	N	% age	N	% age	N	% age	N	% age	N	% age	
Government School	04	08%	35	70%	10	20%	01	02%	-	-	3.84
Private School	-	-	07	14%	15	30%	27	54%	01	02%	2.56
Total	04		42		25		28		01		100

The weighted score in case of Government Schools was 3.84 and for Private school, it was 2.56. In both the cases it was above average.

The non-transparent appointments were major source of job dissatisfaction among private school teachers. According to them in most of the cases, head of the schools and administrators prefer relatives and recommendations.

4. CONCLUSION

The results of the study revealed that there was a marked difference in the two groups of teachers regarding their perceptions and level of job satisfaction. The Government School Teachers were dissatisfied regarding infrastructure facilities (Physical environment), social environment, transfer policy and respect in the society. They believed that they had more workload than Private School Teachers as they took more classes and performed additional non-teaching duties. Moreover they did not get any performance based incentives. The Private School Teachers on the other hand were satisfied with the infrastructure, had less workload than their counterparts and were satisfied with performance based incentives but they were dissatisfied with their salary, job security, leave facility, autonomy provided by the seniors and selection procedures for the job.

Hence in order to motivate and retain teachers there is need to pay greater attention to the terms and conditions of service. Some of these conditions can be: -

- To provide better infrastructure facilities and minimum facilities required for efficient work. (Toilet facilities, Safe Drinking Water and Proper Building).
- To have appropriate working hours
- Increase number of teachers to maintain proper teacher-pupil ratio.
- Transparent promotion criteria based on performance.
- Non-monetary benefits for better performance.
- Free transport facilities.
- Teachers should be sought out in the formulation and implementation of educational Programmers.
- The method of recruiting teachers should ensure merit, objectivity and conformity with spatial and functional requirements.

- Grievances handling mechanism should be made effective.
- Teachers should be provided proper guidance and counseling in the organization so that they will be aware of their duties, working conditions in the schools and can adjust with the school conditions effectively.

If the proposed changes are not introduced very soon, teacher's job satisfaction and motivation will continue to fall.

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