

A STUDY OF JOB SATISFACTION AND JOB PERFORMANCE AMONG ELEMENTARY SCHOOL TEACHERS IN ODISHA

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ABSTRACT

Teachers are the backbone behind the progress and prosperity of a nation. The all-round development of students depend on efficient teachers. Now a day it is found that there has been a deterioration of standard of teaching. The reasons behind this fact are varied. But the most important factor is lack of efficient teachers in our schools or lack of teaching efficiencies of teachers. Good mental health, better adjustment, satisfaction in job, interest, favorable attitude towards teaching profession, experience, sex and training etc., are some of the important factors which affect the teaching efficiency of the teachers. The present research is an attempt to explore the phenomenon of teachers' job satisfaction & job performance. The theoretical perspectives on the focus area would be more appropriate here. The purpose of the study was to explore the levels of job satisfaction & job performance among elementary school teachers & identify the relationship between the selected demographic data with the satisfaction & performance levels. The sample consisted of 300 teachers from 150 elementary schools in all over Odisha. The statistical techniques of descriptive statistics & Pearson's coefficient were employed to analyze the data. The findings of the study indicated that female teachers are more satisfied & female teachers were belonging to high level of job performance, while 34.44 and 28.88 per cent of them had medium and low level. As high 71.12 per cent of teachers had medium to high levels of job performance.

Keywords: Job Satisfaction, Job Performance, Elementary School Teachers.

Introduction

"Work is love made visible and if you cannot work with love but only with distaste, it is better that you should leave your work..."

Teaching is considered a highly stressful occupation. The profession of teaching used to be regarded labour of love until now. But many realities of classroom life have made teaching a stressful occupation.

Job Satisfaction

It refers to satisfaction or dissatisfaction experienced by the respondents as a result of various attributes prevailing in his job environment.

Job satisfaction means the attitude of a person towards his/her job or profession. It expresses the amount of congruence between ones expectation of the job and the rewards that the job provides. Since job satisfaction involves expectations compared with reward. It is related to equity and the psychological constructs. The term job satisfaction is very often confused with some other constructs/concepts like attitude and morale. Bloom and Naylor (1968) have noticed that an attitude is not job satisfaction, though it may contribute to job satisfaction. Similarly, job satisfaction is not the same as morale, although it may contribute to morale. Morale is generally referred to a type of group feeling

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whereas job satisfaction is an individual feeling. Morale is generated by the group and job satisfaction is a byproduct of the group. Therefore, job satisfaction is a complex, cumbersome and multi-dimensional concept. Hoppock(1935) defines job satisfaction as a combination of psychological, physiological and environmental circumstances that causes a person truthfully to say "I am satisfied with my job".

The concept of job satisfaction is with an identification of its epistemological roots. Satisfaction is an emotional response, the meaning of the concept can only be discovered and grasped by a process of introspection, that is an act of conceptual identification directed to one's mental contents and process. It is a basically an personal matter. Is is also a function of perceived relationship between what one expects and obtains from ones job and how much importance or value he attributes to it.

Daniel (1975) defines job satisfaction as a result or consequences of the individual's experience on the job in relation to his/her own values, the extent of his/her wants or expectations. Therefore, it may be concluded that job satisfaction is ones expectation of the job followed by rewards. It is governed to a large extent by perceptions and expectations. Men work to satisfy their needs. They aspire and expect their work life to fulfill these needs. For perfect job satisfaction, there should exist one to one relationship between the perception of how well the job life fulfils the various needs and expectations or aspirations of the individual and the extent to which these needs are actually fulfilled. Any discrepancy between aspirations and perceptions accounts for dissatisfaction.

The employees' satisfaction and morale are the attitudinal variables. They reflect their feelings on the job. These two terms are synonymously in the educational literature.

Bullock (1953) states, job satisfaction is the product of attitudes resulted from the summation of many specific likes and dislikes experienced by the person at the job. it manifests itself in his evolution of the job and of the employing organizations. A worker may like certain aspects of his work and dislike the others.

The perception of job- and job-related factors will certainly differ from person to person. This is because every individual employee has his own frame of reference in evaluating his job. In this connection, Locke (1976) says that the Job satisfaction is said to be the mental attitude of an employee towards his job. It is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Actually, a job is not an entity but a complex interrelationship of tasks, tries, responsibilities, interactions, incentives and rewards. Of course, job satisfaction is a result of employees' job perception of how well their job provides these things that are viewed as important, Kolasa (1970) describes, job satisfaction as based on job attitudes. In a broad sense, the job satisfaction relates to how a job fits in to the total picture of a person's functioning.

Blum and Taylor (1968) also describes, job satisfaction as the result of various attitudes the employees holds toward his job, toward job related factors and toward the life in general. It may be concluded that Job satisfaction is the favorableness or unfavourableness with which employees view their work. It results when job characteristics and wants of the employee are in agreement. A person may be satisfied with his job and the organisation while his colleagues may be fully dissatisfied. Of course, some of his friends may be quite in different in the similar work environment. Obviously, the job satisfaction is a relative term and it refers to the inner feelings of the worker for his job.

Job Performance

It is the assessment of the performance of an employee by his own rating (self-rating) on various items of job that are expected to be performed by the teachers.

Davar (1969) stated that job performance is a function of an individual's ability, knowledge and motivation.

Bharadwaj et al.(1989) stated that Job performance is the extent of performance of the job in view of expectation as stated in the job chart.

Cummings(1972) prefers to use the term staff assessment and thinks that overall objectives of staff assessment is to improve the efficiency of an enterprise by attempting to mobilize the best possible efforts from the individuals employed in it.

Davis & John (1981) defined job performance as how an individual actually performs in a given position, as distinct from how he is supposed to perform.

Rao & Sohal (1982) adopted self, superior and subordinate (beneficiary) rating to assess the performance of veterinary surgeons coupled with an account of physical targets to measure the job performance.

Talukdar and laharia (1986) used average of qualitative and quantitative criteria for measuring job performance of agriculture development officers. Qualitative performance was rated immediate superiors and quantitative performance was directly obtained from the agricultural development officer.

Similar method was followed by Reddy (1986); Prabhakar et al (1986) and Mohan (2000) took the average of the superior and self-rating score as the job performance score of the extensional personnel.

Review of the literature shows that appraisal of job performance of workers in different industries, firms and organizations had been done with the help of job performance chart (**McNeill, 1960; Sengupta, 1966**).

Job card has been used to assess job performance of the extension personnel in two ways. Firstly self-assessment by the extension personnel themselves (Kherde and Sahay, 1972; Siddaramaiah and Shivalingegowda, 1987 and Thippeswamaiah, 1991) and secondly of the extension personnel by their superior (Singh, 1970; Kolte, 1972). Rao and Sohal (1982) adopted self, superior and subordinate (beneficiary) rating to assess the performance of veterinary surgeons coupled with an account of physical targets to measure the job performance.

Subbaro (2001) concluded in his study that, appraising the performance of individual, group and organisations is a common practice of all societies. While in some instances, these appraisal processes are structured and formally sanctioned. In other instances, they are an informal and integral part of daily activities, further, performance appraisal is a method of evaluating the behaviours of employee in the work spot, normally including both the quantitative and qualitative aspects of the job performance.

Ahmad et al. (2010) examined the interdependency between job satisfaction and job performance among 310 employees (includes both workers and managers) of 15 advertising agencies of Islamabad, Pakistan. Performance was measured based on employees' quality of work, productivity and also problem-solving skills. Results indicated a very weak relation between job satisfaction and performance and there was no significant relation between job satisfaction and performance.

Berghe and Hyung (2011) explored the job satisfaction-job performance and determined the impact of job satisfaction on job performance of respondents. These respondents were employed by company X (an international company in the service industry) and they were from the three largest offices of company X which operated at Finland (58 respondents), Sweden (25 respondents) and Denmark (12 respondents). The result of the study showed that there was a modest to weak correlation between job satisfaction and job performance and the causal direction was not found.

Statement of the Problem

The present study was entitled as: 'Job Satisfaction and Job Performance among Elementary School Teachers in Odisha'.

Objectives of the Study

The objectives of the present study were as under:

- To identify levels of job satisfaction among elementary school teachers.
- To identify levels of job performance among elementary school teachers.
- To find out the relationship of teacher job satisfaction and job performance.
- To find out the association of demographic variables such as sex, experience, qualification with the teachers' job satisfaction & job performance.

Hypotheses of the Study

The following null hypotheses were formulated about the elementary school teachers:

- H₀₀₁:** There is no significant difference between male and female teachers in respect of their mean job satisfaction scores.
- H₀₀₂:** There is no significant difference between male and female teachers in respect of their mean job performance scores.
- H₀₀₃:** There is no significant difference between less experienced and more experienced teachers in respect of their mean job satisfaction scores.
- H₀₀₄:** There is no significant difference between less experienced and more experienced teachers in respect of their mean job performance scores.

- H₀₀₅:** There is no significant difference between less qualified and more qualified teachers in respect of their mean job satisfaction scores.
- H₀₀₆:** There is no significant difference between less qualified and more qualified teachers in respect of their mean job performance scores.
- H₀₀₇:** There is no significant main effect of sex on job satisfaction & job performance.
- H₀₀₈:** There is no significant main effect of experience on job satisfaction & job performance.
- H₀₀₉:** There is no significant main effect of qualification on job satisfaction & job performance.
- H₀₁₀:** There is no significant association between teacher's perception of job satisfaction and job performance.

Tools Used

The methods and procedure used in this study are presented under the following sub-headings: research design, subjects, instruments and procedure. S.P. Ananda Job satisfaction scale & Self-made questionnaire for the Job performance was developed by the researcher.

Research Design

The research design of the present study was descriptive in nature which was based on a survey of teachers from the elementary schools of Odisha. The variables involved in the study were as follows:

- Gender
- Experience
- Qualification
- Job Satisfaction
- Job Performance

Method

Job satisfaction & Job performance of teachers were associated with gender, experience and qualification separately employing the causal-comparative method. Correlational method was used to establish relationship between job satisfaction & job performance. Teachers' perception of job satisfaction in relation to their gender, experience and qualification was also studied using an analytic method.

Sample

The random sample of 300 elementary school teachers from 150 schools were stratified into 220 male and 80 female, 114 less qualified and 186 more qualified, and 154 less experienced and 146 more experienced.

The distribution of the stratified sample (n = 300) by sex, qualification and experience is presented in Table 1.

Table 1: Distribution of the Stratified Sample by Sex, Qualification and Experience

Zone	No. of Teachers	Sex		Qualification		Experience	
		Male	Female	Less	More	Less	More
Central	105	92	13	29	76	36	69
Southern	52	36	16	21	31	27	25
Northern	91	57	34	37	54	60	31
Western	52	34	18	25	27	29	23
Total	300	219	81	112	188	152	148

The sample, thus, include 219 male (73.3%) and 81 female (26.7%) out of which 112 (37.8%) were less qualified and 188 (62.2%) more qualified, 152 (51.3%) were less experienced and 148 (48.7%) more experienced. The sample (n = 300) seemed to be big enough to represent the total population of elementary school teachers of Odisha.

Job Satisfaction Scale

Job satisfaction scale is a 'Likert's summated Rating' type scale developed and standardized by S.P. Anand(1998). The scale was comprised of 60 statements, each with a five point rating scale: strongly Agree (SA), Agree (A), Undecided (UD), Disagree (D), and strongly disagree (SD). These statements (60) covered up four factors of job satisfaction: personal consideration (PC), working conditions (WC), Social Status (SS), and school administration (SA), each with equal number of items. Out of the total number of items 30 were positive and 30 negative statements.

't' Test showing Comparison of Male and Female Teachers in respect of their Job Satisfaction

Job Satisfaction	Mean Difference	SE _D	t	p
PC	5.36	.785	6.832	.001
WC	2.05	.541	3.788	.001
SS	1.54	.611	2.521	.02
SA	1.49	.439	3.391	.001
JSTTL	10.43	1.778	5.869	.001

't' Test showing Comparison of Less-Experienced and More-Experienced Teachers in respect of their Job Satisfaction

Job Satisfaction	Mean Difference	SE _D	T	p
PC	2.53	.714	3.540	.001
WC	1.38	.482	2.862	.01
SS	1.90	.538	3.539	.001
SA	1.47	.387	3.804	.001
JSTTL	7.24	1.590	4.555	.001

't' Test showing Comparison of Less-Qualified and More-Qualified Teachers in respect of their Job Satisfaction

Job Satisfaction	Mean Difference	SE _D	t	p
PC	.39	.743	.530	n.s
WC	.96	.498	1.919	n.s
SS	.73	.560	1.297	n.s
SA	.41	.404	1.026	n.s
JSTTL	.28	1.667	.170	n.s

Job Performance Scale

Self-made questionnaire for the job performance was developed by the researcher. It deals with seven items. Performance by the teachers have been given by the teacher's self. The teachers have been given their opinion on 3 points continuums by putting a tick (/) mark in the appropriate column. Opinions are ME=More Efficient=Efficient & LE=Less Efficient

Findings

A high percentage of teachers (61.5%) were experiencing a medium level of job satisfaction, while low percentage of teachers (23.5%) were experiencing a high level of job satisfaction, and still lower percentage of teachers (15%) were experiencing a low level of job satisfaction.

The male and female teachers showed significant difference in their job satisfaction. But female teachers were on a higher level of job satisfaction than male teachers. This finding is consistent with the research findings of Richardson and Burke (1991), Boki and Talib (1999), Antoniou, Davidson and Cooper (2005).

The level of job satisfaction of the more-experienced teachers were significantly higher than that of the less-experienced teachers. Such result of significant difference between less-experienced teachers and more experienced teachers in their job satisfaction is consistent with Majid (1998) and Ushashree et al. (1995) and Progs (2008).

Qualification of elementary school teachers was not systematically associated with their levels of job satisfaction, since more -qualified and less-qualified teachers did not differ significantly in their job satisfaction. This contradicts the research finding of Lehal (2007).

The male and female teachers showed significant difference in their job performance. But female teachers were on a higher level of job performance than male teachers.

The level of job performance of the more-experienced teachers was significantly higher than that of the less-experienced teachers. Such result of significant difference between less-experienced teachers and more experienced teachers

Qualification of elementary school teachers was not systematically associated with their levels of job performance, since more -qualified and less-qualified teachers did not differ significantly in their job performance.

Overall job performance of teachers was analyzed and found that a greater number (36.68 %) teachers were belonging to high level of job performance, while 34.44 and 28.88 per cent of them had medium and low level. As high 71.12 per cent of teachers had medium to high levels of job performance. More number of (36.68%) of teachers was belonged to high level of job performance, while 32.21 per cent were having medium and 31.11 per cent of them were belonging to low level of job performance categories. A majority (68.89 %) of the teachers were belonging to medium to high levels of job performance categories. There is no difference in job performance of teachers.

Majority of teachers belong to medium to high levels of job performance categories. When teachers perceive job as more enjoyable, certainly their performance is going to enhance. It is necessary to provide essential infrastructure facilities, appropriate promotion opportunities, suitable reward for work. More satisfaction causes more performance of the job.

There is a statistically significant positive relationship between job performance and job satisfaction. Higher was the level of satisfaction, higher would be the level of job performance among the elementary school teachers.

Educational Implications

On the basis of the findings of the present investigation a few implications could be driven for increasing the level of job satisfaction job performance of teachers.

- Majority of elementary school teachers belong to medium to high levels of job performance categories. When teachers perceive job as more enjoyable, certainly their performance is going to enhance. It is necessary to provide essential infrastructure facilities, appropriate promotion opportunities, suitable reward for work. More satisfaction causes more performance of the job.
- The teacher's level of satisfaction in the job his/her stress as a teacher should be taken as criteria for promotion and placement in higher posts.
- Steps should be taken for improving the teaching efficiency and job satisfaction of elementary school. Steps should be taken by school administration for better exposure and in order to ensure better job satisfaction on the part of the elementary school teachers' steps may be taken for providing better working conditions and organizational climate in the respective schools. Since one's job satisfaction mostly depends upon his/her temperament, attitude and interest in the related job, Care should be taken for recruitment of right type of persons with high morale, interest and highly positive attitude towards teaching job in the elementary schools.
- In order to ensure better job satisfaction on the part of the elementary school teachers' steps may be taken for providing better working conditions and organizational climate in the respective schools. Since one's job satisfaction mostly depends upon his/her temperament, attitude and interest in the related job, Care should be taken for recruitment of right type of persons with high morale, interest and highly positive attitude towards teaching job in the elementary schools.
- Proper organizational climate and suitable infrastructural facilities and working conditions should be ensured by the state government which perhaps may reduce teacher stress to a greater extent.
- Providing adequate transport facilities for organizing outdoor learning situation, appropriate laboratory facilities & supporting staff will help the teachers to improve their job performance.
- Recognizing good work through promotions & rewards could be done for each activity. This will motivate and increase the moral of teachers.
- Orientation/training courses should be made available to the in-service teachers on regular basis for updating their knowledge and skill both in the content of teaching and its pedagogical treatment.

Scope for Future Research

The results of the present study indicate that there are so many related areas, open to further research. Suggestions for future line of work are listed as under.

- Similar study with a wide variety of demographic variables as well as with large sample size may be carried out.
- A study on level of satisfaction & performance among teaching and non-teaching staff is suggested for future investigation.

- Study on job satisfaction & job performance among males and females in various professions such as bank, post office, air way, LIC etc. can be under taken in future.
- In depth study on the level of satisfaction & performance among higher cadre and lower cadre employees can be undertaken.
- In depth study on the satisfaction and level of satisfaction among school teachers in comparison with other professions needs to be carried out.
- Similar studies may be conducted with samples of teachers working in secondary schools or other higher educational institutions.
- Separate studies in similar line may be undertaken with elementary school teachers working in different parts of the country.

Conclusion

There is a statistically significant positive relationship between job performance and job satisfaction. Higher was the level of satisfaction, higher would be the level of job performance among the elementary school teachers. There is significant effect of teachers' job satisfaction on job performance. Female teachers are on a higher level of job satisfaction & job performance. The teachers having more experience are seem to be having low job satisfaction & low job performance. The teachers having more qualification are seen to be having low job satisfaction & low job performance. The experience, sex and qualification of elementary school teachers have significant interaction effect of job satisfaction on job performance.

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