

# Role of Job Satisfaction of Teachers in Emerging Education Scenario

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**Abstract – Education is a constructive and life long process which drags a child from illiteracy, darkness, poverty and misery and leads him to the pool of growth, prosperity and happiness by developing his /her personality in all respects i.e. physical, mental, social, emotional & spiritual. It is a lifelong process that starts from at birth of the child and continues till death. An educational institution is a miniature of the society as it has students of all caste, race, religion and gender. It means by serving students, a teacher is also serving a society and a nation too. Swami Vivekananda had emphasised that to give the best to students is the utmost responsibility of a teacher. It is the prime responsibility of a teacher to inculcate the students in such a manner that after delivering the content the teacher must have the feeling of Satisfaction. A teacher who is satisfied with his/her job can give his/her best to his students. Teachers with high level of Job Satisfaction can achieve their goals i.e. they are able to bring desirable changes in in students behaviour and their outcomes. Teachers who have high levels of job satisfaction can motivate their students to achieve the goals. In olden days teaching profession was considered as one of the most comfortable job with high level of Job Satisfaction. Now gone are those days, as teaching profession has become very challenging gradually. In present education scenario only those teachers can survive who have the ability to draw satisfaction from their job.**

**Keywords: Job Satisfaction, Job Dissatisfaction, Efficiency and Effectiveness, Motivator, Hierarchy of Needs**

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## INTRODUCTION

In 1954 Abraham Maslow propounded 'Need hierarchy theory of Motivation'. His theory is based on human needs. Derive to fulfil those needs works as motivation. Thus Job Satisfaction has its relevance for motivation and boosting up the morale of employees of an organisation. Most of the researches or articles which are associated with job satisfaction are focused on job satisfaction of the employees other than employees of educational institutions i.e. teachers. Since the investigator himself is a teacher so investigator decided to work out how Job Satisfaction motivates the teachers and how does it boosts up their morale. Further an attempt has been made to find how Job Satisfaction could enhance the efficiency and effectiveness of teachers to survive in modern education scenario.

## OBJECTIVE OF THE STUDY

- (a) First objective of the study is to ascertain the role of Job Satisfaction in emerging education scenario i.e. how it could be useful for teachers in modern education era.
- (b) Other objective of study is to explore how efficiency and effectiveness of teachers could

be enhanced to be successful in this challenging modern educational era.

## RATIONALE OF THE STUDY

Now a day's it is difficult for teachers to remain happy, efficient and effective in demanding work environments unless they learn the skill of drawing Job Satisfaction. Gone are those days when teaching profession was relaxed and comfortable. In the early phase of this ongoing paper it was observed that most of the researches which are associated with Job Satisfaction are concentrated on the professions other than teaching. Thus it was felt that the endeavours of investigators should be focused on teachers. Abraham Maslow propounded the the five levels need hierarchy theory in 1954, thereafter Hertzberg popularised the two factor theory of motivation. Since there after numerous papers, articles and thesis have been published on Job Satisfaction. But still there is need to work out the Job Satisfaction of teachers. There are many unexplored area of teachers which are associated Job Satisfaction. When unexposed factors will be exposed it might be useful for fostering efficiency and effectiveness of teachers. Those factors when

summarised will serve as the key components for higher Job Satisfaction.

## STATEMENT OF THE PROBLEM

The term Job Satisfaction finds its roots in the theory of "Hierarchy of Needs" propounded by Abraham Maslow in (1954), modern motivation theory X and theory presented by Professor McGregor's (1959) and two-factor or Hygiene theory formulated Hertzberg (1959). Based on above cited theories, Job Satisfaction has been approached by researchers from the perspective of need fulfilment. Above cited theory provides a solid platform for researcher to work on Job Satisfaction. As it has been mentioned earlier that majority of researches done on Job Satisfaction, are concentrated on the job rather than "Job Satisfaction" of teachers. Thus investigator has formulated the problems to work out job satisfaction of teachers to enhance their efficiency and effectiveness in dynamic and emerging education scenario.

## RESEARCH METHODOLOGY

The study is based upon analytical descriptive methodology of research and the appropriate secondary data which has been retrieved from various Books, Newspapers, Research Article, Hard-cover Journal and On-line Journals. On-Line journals were searched on "Sodh Ganga" and "Google Scholar. Analysis and conclusion the ongoing article will provide a smooth base for next primary data based detailed study on Job Satisfaction of teachers.

## LITERATURE REVIEW

The investigator has made endeavours to explore that what are the different views and opinion of different authors regarding Job Satisfaction. Gists of all of them are put in chronological order for sake of convenience.

Hoppock (1935), the term "Job Satisfaction" was brought to limelight by him as a psychological and physiological construct. "According to him Job Satisfaction is combination of psychological, physiological and environmental factors that make a person to admit that he is happy with his job". It has been also defined as as the 'end of state feeling'. It is an important factor of morale and motivation.

Abraham Maslow (1954), According to him human's needs are five types and a rational man works till his needs are satisfied. When one level of needs is satisfied it is no longer motivator. There after a human being works for next levels. He divided human needs in five categories ranging from basic needs to Self-Actualisation needs. He defined such set as the "Need of hierarchy". It is based on such assumption that satisfied human need is no more motivator for an individual. Maslow said that human needs are satisfied in a specified order that is from first need to last level of needs. As per hierarchy a rational human being first of all works for basic need i.e. food, cloth and shelter.

Once this basic need is satisfied an individual moves to next level i.e. safety needs. Safety needs includes physical safety viz. safety against illness and old age. Further it includes job security and other monetary benefits such as pensions and old age benefits. It also includes the safety of property. Once the second level of an individual of needs is fulfilled thereafter an individual moves to third hierarchy of human needs. Next level of need is social needs. It is also known as affiliation or belongingness needs. Since human is a social animals so affiliation, love, friendship or sense of family relationship. After fulfilling the safety needs it is no longer works as motivator, so forth level works as motivator and fourth level is Esteem Needs. Esteem needs includes self-respect, respect from others, autonomy, praise and recognition. Praise and rewards work as strong motivators for higher level of motivation. In fact at higher level of employment non-financial motivators are more important rather than financial motivators. Last level in hierarchy is self-actualisation needs i.e. growth and self-fulfilment. It refers to the wish or need or drive to become what a person could be. So self-actualisation is last level of human needs. Thus five level hierarchy needs theory explain how an individual work towards the achievement of his goal. So it is clear that an individual moves from low level to higher level.

McGregor (1957 and 1960) has presented two opposite sets of human psychology. First set is called as "Theory X" and "Theory Y". Theory X explains regarding the nature of human beings regarding the work and his origination while the opposite set that is theory Y explains regarding the organisation and work environment. Theory X assumes that typical individual dislikes the work so needs to be motivated to work. Further employees are reluctant to change so again motivation is needed for inducement of changes. While theory Y is opposite to theory X, as it states that management is mainly responsible for motivation and production in organisation. Motivation is the key of success. In the Indian context it may be stated that theory X is widely acceptable. According to him when some conditions are present, boost up the motivation of the employees and are called as motivational factors or satisfiers. But if those conditions are not available they will not cause dissatisfaction.

Porters and Lawler (1975) defines satisfaction as "Satisfaction is an attitude, internal cognitive states, which is derived from the extent to which rewards are given. If actual rewards exceed or meet the perceived equitable rewards, the individuals will be satisfied".

Locke (1976) stated that "Job Satisfaction is based on the experience of the workers which in turn is connected with worker's needs, expectation and their job benefits"

Milkovich & Boudreau (1988) stated that Job satisfaction is a delightful and positive response of an individual or employee or worker for his or her professional and occupational experience.

Argyle (1989) found that in the last two decades, Job Satisfaction has been the target of several research studies. He is of strong belief that Job Satisfaction is a powerful predictor of general wellbeing of an individual in the job setting.

Locke and Latham (1990) reaffirmed that "Job Satisfaction is a mental state which causes a lot of fulfilment the worker acquires from his job and his job experience".

Igbaria and Guimaraes (1993), "Job Satisfaction can be explained as the contentment the employee obtains from the job or job experience". It was affirmed again that the "Job Satisfaction is achieved if the attributes of the job yield with the employee's expectations. This is because it consists of the employee's expectations from the job with the rewards the job provides".

Shann (1998) stated that teacher JS is considered as "a predictor of teacher retention, a determinant of teacher commitment and a contributor to teacher effectiveness" which leads to the teacher's performance enhancement and eventually the ability to have a positive effect on the students' final performance. Many teachers are believed to choose teaching as an occupation since they merit the innate rewards which they get and since they feel the pleasure of the emotional and personal advantages of the job itself, including personal improvement and a sense of success.

Corsini (1999) has defined Job Satisfaction as "the attitude of an employee towards a job, sometimes expressed as a hedonic response of liking or disliking the work itself, the rewards pay, promotions, recognition or working conditions, benefits".

Syptak, Marsland and Ulmer (1999) proposed this definition for Job Satisfaction as "peoples' affective relation to their work role, and a function of the perceived relationship between what they wanted from the job, and what they perceived it was offering".

Mayer, Salovey & Caruso (2000). They found that Emotional Intelligence and Job Satisfaction are inter related. Knowledge of interpersonal feelings can aid in the management of negative senses and emotions; therefore, the person will enjoy a better performance in his/her profession. Better performance will also create a basis for JS. EI can be intimately linked to JS and job success since as it was explained earlier, EI is concerned with understanding other people.

Robbins (2000) conceptualised that "Job Satisfaction is the overall attitude towards or the outlook about the job performed".

Saavedra and Kwun, (2000) found that Job Satisfaction is derived by two types of factors viz. situational and personal factors. "Situational factors comprise job associated conditions such as payment, chance for promotion, working situations, and job characteristics like task identity, task significance, skill

variety, autonomy, and feedback. Personal factors consist of personality nature, features, self-respect, drives, and feelings".

Iwanicki (2001) stated that most of the teachers choose this profession since they want to help others and look for the chance to improve personally and develop the public services. To put it differently, the utmost reason for this common enthusiasm among teachers is their competency to cause positive differences in young people's lives. What we can conclude from the above-cited discussions on EI and JS is that teachers are not only influenced by outer factors but also by inner factors like feelings and personality characteristics. Emotional or affective intelligence is one of these personality traits.

Rowden (2002) found in his study that high "Job Satisfaction is followed by developed work function regarding quantity and quality since the features of the job suits the anticipations of the employee". Job Satisfaction not only affects work productivity of employees but also influences work effort, the quality of the working condition, staff turnover and retention of employees, wages and salary level, transfer and promotion system within an organisation.

Spector (2003) has stated "Job satisfaction is the feeling of employees regarding their work, which may be positive or vice-versa. Positive feeling of employees regarding their job enhances their motivation and morale".

## **FINDINGS AND CONCLUSION**

After going through the statements of various authors it was observed that individual authors have tried to define Job Satisfaction in their own context. A common definition may be drawn as follows

"Job Satisfaction is state of mind of an employee regarding his or her job and is a type of attitude which may be either positive or negative. It reflects how an individual feels about his or job. If a person feels and holds favourable and positive feeling about the job it reflects job satisfaction and vice-versa. It means when an individual holds negative and unfavourable feelings about the job it reflects dissatisfaction.

## **FINDINGS**

Review of literatures of similar articles and research papers helped to quote following features of Job Satisfaction:-

1. Job Satisfaction is type of human attitude which may be in form of evaluative statement.
2. It is a state of mind that is Job Satisfaction reflects mental position of an employee of an organisation.

3. It is a cluster of feeling i.e. an employee expresses his /her manifold feeling in terms of Job Satisfaction.
4. If the employee has high level of Job Satisfaction then he will have favourable and positive attitude towards his job and organisation.
5. If the employee has low level of Job Satisfaction or dissatisfaction then he will have unfavourable and negative attitude towards his job and organisation or may have moderate feeling as the case may be.
6. Positive attitude includes high motivation and morale, higher output, efficiency and effectiveness, happiness, pleasure, freedom, self-respect, and less-absenteeism.
7. Negative attitude includes low motivation and morale, poor output, poor efficiency and effectiveness, dullness, tension, restricted and more absenteeism.
8. Job Satisfaction is variable attribute as the same working conditions and environment may not provide same level of Job Satisfaction in case of two employees of same levels.
9. It is easy to retain an employee who has more Job Satisfaction as satisfied employee has the feeling of loyalty towards his / her organisation.
10. Job Satisfaction is directly associated with the experience of employees, expectations and benefits derived from the job. Job Satisfaction is directly associated with the hierarchy of needs propounded Abraham Maslow.

they need different levels of Job Satisfaction. But the fact cannot be denied that in present scenario teachers need to be satisfied if they want to survive in their profession. Day by day teaching professions is becoming more challenging job, so Job Satisfaction is one the key to become a successful teacher in complex and modern emerging education scenario.

Job Satisfaction can be useful for the teachers in complex and modern emerging education scenario as follows:-

- 1) Teachers are deemed as the builders of a nation, so JS of teachers will keep their morale and motivation higher, in turn it will shape the future of India in class rooms.
- 2) In 1966 Education commission emphasized the role of teachers. It was stated that success of education process of our country depends upon the quality, competence and character of teachers. So unless teachers are happy and satisfied such objective of education commission can't be attained.
- 3) Teachers are given the responsibilities of unfolding the personality of young children, communicating knowledge in specific subjects and assisting the students to grow their full stature. For such purpose teachers need various attribute for it and job satisfaction is one of them.
- 4) A teacher not only inculcates and instructs the students but also inspire the students. They have to ignite the minds of their students. Thus before inspiring the students a teacher is assumed to inspire himself first. A teacher who has the higher level of Job Satisfaction will definitely inspire his/her students.
- 5) Teachers are deemed as friend, parents, philosopher, guide, mentors and leaders of their students. It is very difficult for a teacher to play such a vivid and contrasted role unless they find themselves happy and satisfied.
- 6) Teacher plays a very important role of Group leader. Students follow a teacher as the leader of their class. Teacher paves the path of development for his students as a group leader. Job Satisfaction and leadership qualities are closely associated, so higher level of Job Satisfaction will make them a dynamic group leader.
- 7) A teacher is also parent surrogate of his/her students i.e. he is next to parents. On average a student stays in educational institution for six to seven hours, so Job

**Implications of Job Satisfaction of teachers in emerging education scenario**

As it has been quoted above that gone are those days when teaching profession was considered as most relaxing and comfortable job. Various education commissions, policies and recommendations have put a tremendous pressure on teachers. Before discussing the implications of Job Satisfaction we should know the classification of teachers. Teachers can be classified as follows:-

- A) Primary Teachers or Elementary Teachers
- B) Middle School Teachers
- C) Secondary and Senior Secondary school teachers
- D) Higher Education teachers

Since the teachers of different levels have to teach the students of different standards so it is oblivious that

Satisfaction will help a teacher to deal the students with care and love.

## LIMITATIONS AND SCOPE FOR FURTHER RESEARCH

The present study is based on secondary data which elaborates the role of Job Satisfaction of Teachers about emerging education scenario. More studies can be done on other similar constructs like Emotional Intelligence, self-efficacy and Teacher's Effectiveness. So further studies may be conduct on different psychological construct using primary data

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