

A comprehensive literature review on job satisfaction of college teachers

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Abstract: The importance of a teacher in the educational process is unquestionable. When teachers are satisfied with their job they can perform their responsibilities with more concentration and devotion. The aim of this article is to review the research already carried out by various researchers on the broad area of Job Satisfaction of the college teachers. This article includes the concept, definition of job satisfaction and related research on job satisfaction of college teachers. Job satisfaction is very difficult to define because the concept of satisfaction is highly subjective. It varies from person to person. Employees satisfaction is affected by several aspects of the job, including job security, pay, working conditions, opportunity for advancement.

Keywords: Job Satisfaction, college teachers, Job Satisfaction Concept, Related research on teachers

INTRODUCTION

The progress of nation in different spheres of life depends upon the quality of its people, which in turn depends upon how well the younger generation is moulded by parents, teachers and education system as a whole. Students are one of the important assets of any society. Well-being of society depends upon its students because these are the people who will take the responsibility of the success of the society in future and in achieving this goal teacher's role is extremely important. The Education Commission (1964-66) has rightly remarked that, "The destiny of India is now being shaped in her classroom".

The importance of a teacher in the educational process is unquestionable. When teachers are satisfied with their job they can perform their responsibilities with more concentration and devotion. Therefore, satisfaction is needed in the behaviour of a college teacher if he/she has to perform productive activities in the college.

This article reviews the relevant studies on job satisfaction of teachers to find out the research gap. Reviewing the previous literature not only highlights the historical works in the area but also helps to identify the niche in the area.

2. CONCEPT OF JOB SATISFACTION

There is no universally accepted definition of employee satisfaction, but there are many definitions of job satisfaction in the literature. The reason is that job satisfaction means different things to different people, since people are affected by various different factors including personal characteristics, needs, values, feelings and expectancies. Also, it varies from organization to organization, since job satisfaction influencing factors such as working environment, job characteristic, opportunities for employees and working environment differ according to organization (Harputlu, 2014).

The most-used definition of job satisfaction is by **Locke (1976)** as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (A. Judge & Klinger, 2008). Locke, who is the leading academician among many researchers, states that there are important points in above definition of job satisfaction: an emotional state implied that there is an effective component to the job satisfaction; an appraisal process implied that there is a cognitive or evaluative component to the job satisfactions. In other words, Locke's definition consists of three elements: effective, cognitive and job-focused.

There are various definitions of job satisfaction as mentioned, first of all, it can be defined as concerning one's feeling or state of mind related with the work (Chughati & Perveen, 2013) and "an employee's positive attitude towards the company, co-workers and, finally, the job" (Sypniewska, 2013). When the institution meets job expectations the individual experiences positive feelings, so, these positive emotions indicate job satisfaction (Green, 2000).

According to Fogarty, job satisfaction refers to the extent to which employees gain enjoyment from their efforts in their workplace (Brunetto and Wharton, 2002). Moreover, a level of trust develops between the employee and the organization that encourages employees to behave cooperatively within the organization (Jones and George, 1998).

Weiner (2000) states that job satisfaction is dependent on the nature of the job itself, which is integrated with job challenges, autonomy, skill variety and job scope. Thus, nature of job itself is at the top places for researchers in order to understand what makes people to be satisfied with their jobs (Sedem, 2012). Employee satisfaction has multidimensional construction with supervision at work, work itself, pay and conditions, appraisal, promotion practices and co-workers (Hackman and Oldman, 1980). According to Buitendijk and De Witte (2005), job satisfaction is a feeling of mind of an individual like as needs, ethics and hopes. The persons assess their work regarding the factors being considered more important by them. According to Henderson (2003), some researchers agreed that individual's personality factor is closely related with job satisfaction (Ibrahim, et.al, 2012).

Many public organizations have become aware of the importance of job satisfaction and but there are still too few examples about addressing this issue systematically. In order to increase job satisfaction in public institutions, goals should be periodically measured and monitored (Tomozevic, et.al, 2013).

Locke's Job Satisfaction Model (1976) is a well-known corner stone theory in the job satisfaction literature. He uses mainly two dimensions for analyzing the job satisfaction: job components and comfort factors. Job components include reward, interest, challenge, autonomy, and relation with co-workers, opportunities to use abilities, creativity, variety, self-esteem, pay, promotion, and supervision. Comfort factors include working hours, travel time, physical surrounding, characteristics of the enterprise and its management, fit between employee, work, and expectations in the workplace. Locke's model is the clearest and most functional model within the job satisfaction theories and models.

As a conclusion, the job satisfaction is the concept, which is affected by multiple factors, and is understood by many dimensions. At first sight the job satisfaction is seen as an abstract concept, however, it is actually in every aspect of the work life. It determines the coordination of the workers in the organization. The job satisfaction cannot be separated from the life of the work itself because it is related to the human conditions and as mentioned above, it reflects all considerable judgments which are; what the individual wants, and the importance of what is wanted, and what he or she perceives as getting.

DEFINITIONS OF JOB-SATISFACTION

Business Dictionary defines Job Satisfaction as "Contentment (or lack of it) arising out of interplay of employee's positive and negative feelings toward his or her work." The term job satisfaction figures prominently in any discussions on management of human resources. Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not the self- satisfaction, happiness or self- contentment but the satisfaction on the job. Now the researcher quotes a few definitions of job- satisfaction:

- 1) According to E.A. Locke: Job satisfaction is as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience.
- 2) As defined by Feldman and Arnold Job satisfaction as the amount of overall positive affect (or feelings) that individuals have towards their jobs.
- 3) Kreitner and Kinicki described that- Job satisfaction is an affective or emotional response toward various facets of one's job. This definition means job satisfaction is not a unitary concept.
- 4) Davis and Newstrom explained Job satisfaction is a set of favourable or unfavourable feelings with which employees view their work."
- 5) Andrew stated that job satisfaction is the amount of pleasure or contentment associated with a job.¹⁸
- 6) Hoppock describes job satisfaction as, "any combination of psychological, physiological and environmental circumstances that cause and person truthfully to say I am satisfied with my job."
- 7) Gliner defines Job Satisfaction as "the result of various attitudes, the person holds towards the job, towards related factors, and towards life in general'.
- 8) Norman and Maier defines "Job Satisfaction represents an individual's reaction. It is influenced by one's associates and team mates and by the leadership"
- 9) Connie and Ilgen defines Job Satisfaction as "the attitudes one has towards his or her job"
- 10) Vroom defines Job Satisfaction as "the positive orientation of an individual towards all aspects of the work situation".
- 11) Srivastava states that Job Satisfaction is reflected with attitudes, people hold towards their job. Positive attitudes towards job connotes satisfaction and negative attitudes towards dissatisfaction.
- 12) Stephen P. Robins defines Job Satisfaction as "a highly subjective general impression of the benefits that derive from the job. This variable is critically linked to perception".

RELATED RESEARCH ON JOB SATISFACTION OF TEACHERS-

S.No	Name of Researcher	Variables	Sample	Tools/ Procedure of data analysis	Finding of the Study
1	Shamima Tasnim(2009)	Salary Academic Qualification Career Prospects Supervision Management	57 primary School teachers of Bangladesh	Questionnaire Percentage	1) Female are more dissatisfied than male teacher. 2) Both male and female teachers dissatisfied with salary. 3) Satisfied with profession because permanency of job.

		Working-Condition Culture			
2	Om Raj Katoch(2010)	Salary, Job Security Dignity, Social-Status Job matching with qualification Designation, Age, Gender, Family Size, Earning - Member	98 college teachers	Questionnaire Percentage Chi-Square	1)Female college teachers are more satisfied with their job than male teachers 2) Income per annum is an important factor impacting the level of job satisfaction.
3	Dr.Muhammed Ehasan Malik Dr.Samina Naweb Basharat Naeem(2010)	Co-worker, Pay, Promotion Opportunities,	33 faculty member of public sector universities of Pakistan	Five point likert questionnaire Regression T-test	Faculty are highly satisfied with superior, co-worker, compensation, work itself and opportunities of advancement in their universities Study indicated that satisfaction with work itself, quality of supervision and pay has significant positive influence on organizational commitment of faculty member
4	Lornah C Nakera sirima Moses Wesangula Poipoi(2010)	Reward Remuneration Promotion Work Environment Relation with Co-worker Flexibility in Teaching Program	129 teacher of public secondary school of Kenya	Likert scale SPSS(16.0)	The main perceived factors influencing teacher job satisfaction were work place condition ,education, policies, Delayed promotion opportunities, too much work, inadequate in-service ,courses and poor personal relationship
5	Riaz Ahemed Mangi Hassan Javed Soomaro (2011)	age, gender, qualification Compensation, interpersonal relation, policies, recognition and advancement of non-PhD faculty members	150 non PhD faculty	Factor analysis Survey method	1) Overall job satisfaction among the non-PhD faculty members of universities was very low. 2) The motivator and job satisfaction components have significant impact on the overall job satisfaction of the non-PhD faculty.
6	Daniela veronica necsoi (2011)	Relationship between job stress & job satisfaction, Depression, Tenure, Gender	70 Romanian Academics	Job satisfaction scale, mean, standard Deviation	1)Negative correlation between stress and job satisfaction 2)Women report high level of anxiety and depression and low level of job satisfaction than male counter part
7	Floren K MUNDI(2011)	Participation in decision making and job satisfaction	50 academic staff at universities of Nairobi	Five point Likert scale to collect data For analysis average, percentage, co-relation,	1)Strong positive co relation between job satisfaction and participation in decision making 2)Positively co-relation between participation in decision making and job satisfaction in relation to general

				coefficient and linear regression	working condition, pay, promotion, job design and job feedback.
8	Shabir Ahamed Bhat, Javeed Ahamed Paju(2012)	Occupational efficacy and job satisfaction of educational administrators	120 Educational Administrators 240 teachers	OSES (Occupational Self Efficacy Scale) JSS(Job Satisfaction Scale)	The effective educational administrators were found to be more satisfied with their job than ineffective educational administrators in higher education.
9	Imran Khan (2012)	(Gender, marital status and types of colleges).	236 teachers	Job Satisfaction Scale by Singh, A. and Sharma, T.R. ANOVA	(i) Female teachers enjoy the greater job satisfaction than their male counterparts; (ii) the married teachers show more job satisfaction than their unmarried counterparts, (iii) the teachers who are teaching in government colleges enjoy significantly greater job satisfaction than the teachers teachings in private colleges,
10	Rashmi Sharma(2012)	Profession Working Condition Authority Institution	200 teachers	Questionnaire Mean S.D T-test	Non - Government school's teachers dissatisfied for their stability in their profession
11	Abraham Nath(2012)	School facilities, Teacher Characteristics , Human relation factors	512 teachers of Nigeria	(JSSEQ)job satisfaction school effectiveness questionnaire Pearson's product moment correlation	1) Human relation affect the level of teachers job satisfaction. 2) Inadequate class room environment and social facilities affect the teachers job satisfaction.
12	Dr.S Chamundeswari (2013)	Job satisfaction and performance of teachers in different systems, namely, state, matriculation and central board schools, at the secondary level.	588 teachers 196 teachers from the state board schools, 198 teachers from the matriculation board schools and 194 teachers from the central board schools.	Minnesota Satisfaction Questionnaire (Weiss and others, 1967) and Effective Performance Appraisals (Maddux, 2004).	The results of the study indicated that teachers in central board schools were significantly better in their job satisfaction and performance compared to their counterparts in matriculation and state board schools. This may be attributed to the fact that central board school teachers enjoy better infrastructure facilities and congenial working environment than the matriculation and state board teachers.
13	Khalid Latif, Dr. Nadeem sohail (2013)	Public and private college teachers. (educational qualifications, nature of work, pay, job security, promotional opportunities	180 teachers of public & private sector colleges	Correlation 5-Scale Likert SPSS	1) Teacher of public sector more satisfied with their job than private sector teacher. 2) Salary, benefits and promotion opportunities are most important factor influencing the job satisfaction.

		and family & work life balance)			
14	Dr. Ms Pabla(2013)	Gender Rural & Urban Areas	300 teachers of professional college	Mean, Standard Deviation Percentile t-Test	1) Female teachers are not very much satisfied with their job. 2) Teachers (both male and female) working in the professional colleges located in the rural areas are less satisfied with their jobs than those teachers who are working in the professional colleges located in the urban areas.
15	Rebeca Iumaru, Danjuma A ombugus (2014)	Salary, Work environment Job security Autonomy Gender	279 lecturer	Questionnaire Mean Standard deviation T-test	Regular salary payment, work environment, attainment of work goals, opportunity for 16growth and promotion are the determinant of job satisfaction of lecturer.
16	Muhammet Emmin Turkoglu, Ramazan Cansoy HanifiParlar (2014)	Relationship between teachers self-efficacy belief and job satisfaction	489 elementary school teachers in Istanbul	Spss17 correlation Co-efficient Multiple linear regression	Significant positive relationship between teachers self-efficacy and job satisfaction
17	Abhijit Dutta Pranab Barman Dr.santosh Kumar (2014)	Working condition Salary Understanding between colleagues Recognition by others Work load Promotion opportunities	110 part time college teachers from 6 degree college of hoogly	T-test	Level of job satisfaction of part time college teachers of the hoogly district is moderate Demographic variable that are gender, locality, stream, educational qualification, teaching experience have no significant impact on job satisfaction.
18	Naomy Wambai Wangai (2015)	Establish Relationship among four principal leadership behaviour: Directive Participative Supportive And achievement oriented in relation to teachers job satisfaction	45 Principals 225 teachers from Nairobi (Kenya)	Questionnaire Mean Annova	1)Positive and significant relationship between secondary school principals leadership behaviour and teachers job satisfaction. 2) Significant gender difference in principals leadership behaviour in favour of male.
19	Jason Curl(2015)	Intrinsic sans extrinsic dimensions of job satisfaction	75 teachers and 40 non teachers staff of Illinos	Data collected through – Minnesota Satisfaction questionnaire Analysis through Multivariate analysis Of	1) High school teachers scored higher job satisfaction than non-teaching staff. 2) Teacher overall job satisfaction was influenced by intrinsic scale. 3) Teaching staff relatively dissatisfied to supervision policy issues while satisfied with

				variance (MANOVA)	compensation, working condition & social services. 4) Non-teaching staff highest job satisfaction dimensions were achievement, creativity, and social service.
20	Ranjan Bala(2015)	Gender LOCALE Stream Organisational Climate	400 government secondary school from Himachal Pradesh	Percentage Frequency T-test	1) The majority of teachers were found to have average level of satisfaction. 2) There existed no significant difference in job satisfaction of senior secondary school teacher in terms of gender, locale and stream across different organisational climate.
21	Xiaoyan Gu (2016)	Relationship between teachers job satisfaction & years of teaching experience in public school	36 teacher from western new York public school	Spector's job satisfaction survey	1) Moderate negative relationship between teacher's job satisfaction and years of teaching experience.
22	Karim sadeghi Morteza Soadatpour (2016)	Relationship between job stress & job satisfaction Age Marital Status Tenure	149 teachers working in Urmania, Iran	SPSS21 Spearman Correlation, T-test, Percentage	1) One third of the teachers claimed to be very dissatisfied with their job. 2) Age, marital status and employment play significant roles in the level of occupational stress perceived by EFL teacher.
23	Chinedu I Okeke Pamela N Mtyude (2016)	Intrinsic motivator Recognition Career development Administration Class size Salary Academic curriculum Discipline among student	12 senior secondary school teachers from eastern cape Province	Semi structured interview for data and interpreted through narrative analysis	1) Lack of resources, overcrowded classes and lack of discipline among teachers were senior sources of dissatisfaction among teachers. 2) Administrative issues, lack of recognition by principles also cause dissatisfaction.
24	Gilman Jackson Nyamubi (2017)	Monetary Incentives Society	50 rural urban secondary school teachers Tanzania	Thematic Analysis	1) Teachers are dissatisfied with salary level, fringe benefits and allowance. 2) All respondent were discontented about deteriorating work condition especially in secondary school. 3) Most teachers generally satisfied with the recognition they received from the surrounding community.
25	Mohsin Shafli (2017)	Co-worker workload Promotion Working environment Reward & recognition	150 teachers from government college of Pakistan	Data collected through questionnaire and data analysed using SPSS16	1) Teachers are very dissatisfied with promotion policy & payment issues. 2) Training and outcomes of training only satisfied issues of teachers.

26	Aaron Kumah Willims Kwasiboachie (2017)	Demographic variables such as teaches gender, age, marital status, school resources teaching experience academic qualification and rank.	412 teachers from 31 private basic schools	Cronbach's alpha coefficients ,SPSS	1) Significant dissatisfaction factors in relation to intrinsic factors of work, mutual relationship with demographic variable of school area and rank.
27	Ayhan Aydin Sengul Uysal Yilmaz Sarier(2017)	Gender effect on the job satisfaction	150 teachers of turkey	Meta-Analysis	1) The effect of gender on the job satisfaction is on the favour of males. 2) For intrinsic factors is on favour of females. It means that women are interested in task autonomy, flexibility, sufficient feedback, creativity and task involvement.

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