



## FACTORS INFLUENCING JOB SATISFACTION AMONG TEACHERS: USING GARRETT RANKING METHOD

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**Abstract-** A teacher is a maneuverer of an entire nation and they play a pivotal role in constructing a scholarly society. It is very important for the institution to provide them good environment to get satisfaction at work place. Job satisfaction is one of the prime important elements for any employee working in any organization irrespective of their designations. Basically satisfaction of the employees is directly proportional to retain them in their work. The two significant factors of job satisfaction are measured by the satisfaction level and motivational level. As per the satisfaction level, the job satisfaction is termed with hygiene factors like working condition, remuneration, job security, company rules and policies, quality and administration, which will reduce the staff turnover accordingly. Likewise the motivational factor is done to motivate the employee work performance by forwarding the achievements, duties and task, recognition, work willfulness and growth etc. So above listed elements may enrich the employee to retain in the workplace in turn will help them to attain job satisfaction. A good operating excellence of a teacher can be identified with the quality teaching, skill and ability to tackle students, updating their knowledge, and proper recognition. Therefore it is clearly predicted that the managements need to understand the significance of employee satisfaction by motivating every aspects of the employee wellbeing. This paper aims in systematic analyzing and grading of the factors that inducing job satisfaction of the teachers employed in private schools. Prioritization of the influencing is necessary for pinpointing the noteworthy glitches, which affects the satisfaction of teachers. Hence the researcher used Garrett Ranking technique to identify the ordering of the factors which influence most towards job satisfaction among teachers.

**Key words:** Job satisfaction, teachers, educational institution, garrett ranking, factors etc.

### I. INTRODUCTION

Workplace could be both a source of stress and stress relief. While good prospects at job can be propelling factors for a person, the factors like imprecise task, incompatible goals, job ambiguity, work overload, delay in promotion and other insecurities may causes stress in workplace. Job satisfaction of any individual will vary directly with the degree to which the needs of an individual are actually satisfied. It relates to once prerequisites fulfillment. Satisfaction acquired from employment is considered as a fundamental technique to triumph happiness. There are several elements the can effect a person(s) attitude towards their job. Job security, benefit, settlements, prospects for advancement, flexibility, relations, recognition etc. are some factors that added value for teacher's satisfaction. More productivity can be attained only with the happier employees. Productive employees have a positive impression on the institutions development. Consequently when employees are not satisfied with their jobs, productivity falls and so does the institutions growth. In a nutshell great job satisfaction may lead to enhanced productivity, decreased employee turnover, improved attendance, and less job stress and less unionization. Job dissatisfaction creates low morale among employees, quarrels, unexciting and boring at work, which is extremely undesirable. The satisfaction attained through job is a pleasurable emotional state resulting from the appraisal of job experiences. Employees with high job satisfaction experience positive feeling and attitudes when they carry out their responsibilities and duties. Moreover, job satisfaction represents what they expect to gain from the job in other word their expectation towards employment.

### II. REVIEW OF LITERATURE

Elechi, Lambert and Out (2018) explored the variables that predict the job satisfaction of Nigerian correctional staff. Result of this study were compared with the correctional staff of United states and it was found that demographic factors do not have any impact on job satisfaction while job autonomy,

supervision and strong communication had positive effect on job satisfaction level of Nigerian correctional staff. After comparing with the US correctional staff it was found that similar results had been found there. Jeyaraj(2017) studied diminishing trend of job satisfaction, its causes and constraints among schoolteacher librarians in Batticaloa District of Sri Lanka. Study revealed that main cause of dissatisfaction was dual duties assigned to these teacher librarians, besides serving as librarian. Olubunmi and Odefadehan(2017) explored the correlation between job satisfaction and career commitment in Ekiti and Ondo state, Nigeria of library professionals and had found a significant level of correlation between these two.

Sumaira and SairaHanif(2017) studied factors that affect the job satisfaction level of paraprofessionals in library profession working in HEC-recognized public and private university central libraries of Lahore. Structured questionnaire was used to collect data and for analysis pre-developed scale of Spector was used. Study revealed that respondents were not very much satisfied as most of the response was standing between 'neutral' and 'agree', although professionals with more salary had shown higher satisfaction level. Job satisfaction of private as well as public sector paraprofessionals had shown almost same level of satisfaction. Bhat(2018) investigated the difference of job satisfaction on the basis of gender in different type of schools (private and govt.) in Baramulla district of Kashmir. Findings of the study had shown that there is no significant difference in the level of job satisfaction among male and female high school teachers. And there is no significant difference in job satisfaction among private and government school teachers.

Deepika, & Kanagraj(2018) explained their job satisfaction level of college teachers working in self financing colleges in Coimbatore district. Data was collected with the help of questionnaire and some secondary resources were also used for fetching the related data. Researcher had suggested some measures to increase the job satisfaction level among college teachers. Motivation and reward to enhance job satisfaction were suggested.

Nadaf(2018) had examined the level of job satisfaction and its contributing factors among Jammu and Kashmir Bank employees in his study 'Comparative Study on Job Satisfaction of J&K Bank Employees'. Descriptive statistical techniques and Chi square method had been used to analyse data. Researcher has found that employees of bank are satisfied with the factors included in this study. Pandita, & Dominic (2018) explored the impact of ICT on job satisfaction. As J&K is still in the initial stage of automation, so this study contributes a lot to the region. It was found from the study that IT has helped the professionals to deliver better services, which provided them more satisfaction. So inferences were drawn that use of ICT has positive impact on job satisfaction.

Garg, Dar, & Mishra (2018) studied the relationship between work engagement and job satisfaction of private bank managers in Jalandhar region in their study 'Job Satisfaction and Work Engagement: A Study Using Private Sector Bank Managers'. Besides descriptive research design Minnesota questionnaire was used to collect data and it was found from the study that intrinsic factors played major role in job satisfaction as compare to extrinsic factors in private banks. And it was proposed that to retain the managers of different levels, it is necessary to make them feel satisfied for their job and it could be achieved by improving intrinsic motivational factors. Saini et al. (2017) had highlighted that library professionals of Haryana working in universities were satisfied but the level of job satisfaction of temporary professionals is less, it showed that they are dissatisfied. He had studied different factors of job satisfaction like Salary, Promotion, and Interpersonal relation, Job Security, Benefits and Workplace.

#### **Objective of the study:**

- To analyze the demographic profile of the teachers working in private schools in Chennai region
- To explore the factors influencing the job satisfaction among teachers using Garrett ranking method

### III. RESEARCH METHODS:

The study intends to analyze various factors affecting the job satisfaction the employees working in private schools in Chennai area. Size of the sample selected for the study is 120 and the sample has been drawn from the universe based on the convenient of the researcher. Hence the sampling method applied for the study is convenient sampling. The first hand information of the respondents has been received using structured questionnaire method. The secondary data was collected from thesis, articles, books,

bulletins, magazines, newspapers and websites. The data has been collected using structured questionnaire, which consists of two parts, first part framed for identifying the demographic profile of the respondents and second part to detect factors that influence the job satisfaction of the teachers. Statistical tools used for the study is descriptive analysis to verify the demographic factors of the respondents and the Garrett's ranking technique which helps to find out the supreme significant factor which influences the study variable. In this study the various factors that influence the respondents are considered as independent variable and the job satisfaction is considered as dependent variable.

**Table No:1 Demographic profile of the respondents**

Variables	Category	Frequency	Percentage	Cumulative percentage
Gender	Male	58	48.3	48.3
	Female	72	51.7	100
	Total	120	100	
Age Group	Below 25	22	18.3	18.3
	26 - 35	32	26.7	45.0
	36 - 45	38	31.7	76.7
	Above 46	28	23.3	100
	Total	120	100	
Qualification	UG	45	37.5	37.5
	PG	49	40.8	78.3
	Diploma /Technical	20	16.7	95
	XII Standard	06	05.0	100
	Total	120	100	
Marital Status	Married	73	60.8	60.8
	Unmarried	47	39.2	100
	Total	120	100	
Monthly Income	Below 20000	35	29.2	29.2
	20001 - 35000	39	32.5	61.7
	35001 - 50000	34	28.3	90.0
	Above 50001	12	10.0	100
	Total	120	100	
Family Type	Joint Family	67	55.8	55.8
	Nuclear Family	53	44.2	100
	Total	120	100	
Family Size	Less than 3	64	53.3	53.3
	3 - 5	32	26.7	80.0
	More than 5	24	20.0	100
	Total	120	100	
Mode of Conveyance	Own vehicle	32	26.7	26.7
	Bus	28	23.3	50.0
	Train	25	20.8	70.8
	School Transport	35	29.2	100
	Total	120	100	
Are you Satisfied with the current job?	Yes	63	52.5	52.5
	No	57	47.5	100
	Total	120	100	

**Source: Primary source**

Table No:1 clearly shows the socio economic characteristics of the respondents. Out of 120 respondents, 48.3 percent of the respondents are male and 51.7 percent of the respondents are female. Nearly 31.7 percent of the respondents are in the age group of 36 and 45 years followed by 26.7 percent of the respondents are in the age group of 26 to 35 years. Regarding educational qualification, 40.8 percent of the respondents are postgraduates, 37.5 percent are under graduates and 16.7 percent are diploma holders. With reference to monthly income of the teachers, it is inferred that 32.5 percent earns between 20001 to 35000 and 29.2 percent earns less than 20000. Regarding marital status of the respondents, 60.8

percent are married and with relates to type of the family, 55.8 percent are in joint family type. It is also inferred that nearly 53.3 percent of the respondent's family size is less than three members followed by 26.7 percent with three to five members. The study with reference to mode of conveyance reveals that 29.2 percent of the respondents depends on school transport followed by 26.7 percent depends on own transport mode.

**Table No: 2 Percentages of Position and Garrett Value**

Sl. NO	$100(R_{ij} - 0.5)/N_j$	Percent Position	Garrett Score
1	$100(1-0.5)/10$	5	82
2	$100(2-0.5)/10$	15	70
3	$100(3-0.5)/10$	25	63
4	$100(4-0.5)/10$	35	58
5	$100(5-0.5)/10$	45	52
6	$100(6-0.5)/10$	55	48
7	$100(7-0.5)/10$	65	42
8	$100(8-0.5)/10$	75	36
9	$100(9-0.5)/10$	85	29
10	$100(10-0.5)/10$	95	18

Source : Primary source

Table No: 2show the percentage positions for the ranks 1,2,3,4,5,6,7,8,9 and 10 with their equivalent Garrets ranking table values.

**Table No: 3 Ranking of the enhancing factors towards job satisfaction - Garrett Score**

Rank Scale		I	II	III	IV	V	VI	VII	VIII	IX	X	Total
<b>Factors</b>	<b>X</b>	<b>82</b>	<b>70</b>	<b>63</b>	<b>58</b>	<b>52</b>	<b>48</b>	<b>42</b>	<b>36</b>	<b>29</b>	<b>18</b>	
Working condition	f	5	10	22	16	24	10	12	4	8	9	6194
	fX	410	700	1386	928	1248	480	504	144	232	162	
Job security	f	15	12	13	18	9	8	7	9	12	17	6057
	fX	1230	840	819	1044	468	384	294	324	348	306	
Pay and benefits	f	18	8	12	15	12	9	12	18	10	6	6268
	fX	1476	560	756	870	624	432	504	648	290	108	
Healthy environment	f	12	9	10	12	6	12	21	10	15	13	5739
	fX	984	630	630	696	312	576	882	360	435	234	
Training and development	f	15	23	8	8	5	16	9	12	18	6	6276
	fX	1230	1610	504	464	260	768	378	432	522	108	
Supportive coworkers	f	11	12	9	10	8	12	11	21	12	14	5699
	fX	902	840	567	580	416	576	462	756	348	252	
Flexible working hours	f	13	10	13	12	13	10	9	15	13	12	5948
	fX	1066	700	819	696	676	480	378	540	377	216	
Challenging work	f	10	18	21	11	15	15	12	9	5	4	6586
	fX	820	1260	1323	638	780	720	504	324	145	72	
Rewards and recognition	f	10	8	4	14	15	13	11	12	10	23	5446
	fX	820	560	252	812	780	624	462	432	290	414	
Career advancement	f	11	10	8	4	13	15	16	10	17	16	5547
	fX	902	700	504	232	676	720	672	360	493	288	

Source: Primary source

Table No: 3displays the total score and the mean score of the respondents preferences for the factorsinfluencing job satisfaction.

**Table No: 4 Garrett Ranking of the enhancing factors towards job satisfaction**

FACTORS	Total Score	Mean Score	Rank
Working condition	6194	51.62	IV
Job security	6057	50.48	V
Pay and benefits	6268	52.23	III
Healthy environment	5739	47.83	VII
Training and development	6276	52.30	II
Supportive coworkers	5699	47.49	VIII
Flexible working hours	5948	49.57	VI
Challenging work	6586	54.88	I
Rewards and recognition	5446	43.38	X
Career advancement	5547	46.23	IX

**Source: Primary source**

Table No: 5 explain the ranking position of the factors influencing job satisfaction among private school teachers. The mean score is considered as major criteria for the ranking. A mean score of 54.88 is achieved by challenging work followed by Training and development with mean score of 52.30.

#### IV. FINDINGS:

As per the Garrets ranking technique out of all the identified factors influencing the job satisfaction of teachers, challenging work got the first rank followed by training and development. With regard to the job satisfaction pay and benefits got third rank followed by working condition and job security in forth and fifth rank respectively. Apart from challenging work and training and development, pay and benefits play a paramount role in job satisfaction. In simple words, money helps employees to attain their basic needs. Besides, it is deemed a symbol of accomplishment as higher salaries reflect a higher degree of contribution to the organization. The working environment also plays a pivotal role in influencing job contentment. That is to say that employees need an atmosphere which is safe and healthy, and which caters to both personal comforts and is conducive to doing a good job. The potential for career advancement is another factor in a delightful career. This is because employees consider promotion as the ultimate achievement and when they get a promotion, they feel absolutely satisfied. Rewards and recognition got tenth rank based on the respondents view. From this investigation it is inferred that the respondents given more importance to the factors like challenging work environment, training and development, pay benefits and working conditions when compared with other factors.

#### V. CONCLUSION:

Education is a weapon to improve individual's life and it helps to improve acquaintance, proficiency, capability, personality and assertiveness. It is not only important for an educational institution to shape the career of its students alone but it is also important to recognize the teachers who put forward their skill, ability and knowledge to expertise as well. It is imperative to promote healthy work atmosphere to the teachers in order to make them gratification. A good employer designs and manages work in a way that avoids common risk factors and provides healthy work environment with both monetary as well as non-monetary benefits. Educational institution is considered as a most important in shaping the attitudes towards social goals. It transmits our cultural values to the next generation. Hence the role of teachers is very important in socializing youth into useful members of society.

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