

WORK MOTIVATION OF TEACHERS AS A PREDICTOR OF THEIR JOB SATISFACTION

Rachhpal Singh

Abstract

The purpose of present paper was to study work motivation of teachers as a predictor of their job satisfaction. The sample consists of 200 teachers(100 male and 100 female) teaching in various schools of Ludhiana district. For collecting data, Work Motivation Questionnaire (WMQ) by Aggarwal (2006) and Job Satisfaction Scale by Dixit (1993) tools were used. Result reveals that there exists a significant relationship between work motivation and Job satisfaction among teachers. Teachers which are highly motivated in schools are more satisfied with their jobs and those teachers which are not highly motivated in schools are less satisfied with their jobs.

Key Words : Work Motivation, Job satisfaction, Teachers.

In recent years, there has been a proliferation in publications pertaining to work motivation and job satisfaction amongst various occupational groups. Evidence attesting to this is the vast array of literature available related to antecedents and consequences of both work motivation and job satisfaction. Every person has different motivations for working. The reasons for working are as individual as the person. But, we all work because we obtain something that we need from work. The something we obtain from work impacts our morale and motivation and the quality of our lives. Some people work for love; others work for personal fulfillment. Teachers often complain that they are not adequately consulted regarding policy changes and that their rights are violated. This leads to frustration and dissatisfaction, and in turn effects the job satisfaction and productivity of teachers. Teacher satisfaction is attached to the freedom to try new ideas, intrinsic work elements and responsible levels. The management of people at work is an integral part of the management process. In order to make employees satisfied and committed to their jobs in academic, there is need for strong and effective motivation at the various levels.

Work motivation is the process that initiates and maintains goal-directed performance. Work motivation is a process to energize employee to the work goal through a specific path. It energizes our thinking, fuels our enthusiasm and colors our positive and negative emotional reactions to work and life. Pinder(1998) defines "Work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate -work related behavior, and to determine its form, direction, intensity, and

duration." Katezell and Thompson (1990). Work motivation is a process used to encourage and inspire workers to perform their jobs thoroughly and well.

Job Satisfaction is the favorableness or favorableness with which employees view their work. It signifies the amount of agreement between one's expectations of the job and the rewards to the job provides. Job satisfaction is concerned with a person or a group in the organization. Job Satisfaction can be applicable more to parts of an individual's job. If each person is highly satisfied with his job then only it will be considered as group job satisfaction. Locke (2002) defines Job satisfaction "a pleasurable or a positive emotional state resulting from the appraisal of one's job or job experience." Miner(2004) discovered that men prove to be much more financially motivated than women do. A study of business managers and educational administrators found that managerial motivation was significantly related to the success of female managers, but there were no consistent differences between men and women in managerial motivation. Miner concluded that "it implies only that those women who become managers have the motivational capacity to do as well as males who become managers...Whether the female population can provide a major source of managerial talent in the future, consonant with the rising labor force participation of women, poses a major and as yet unanswered research question". Ololube (2004) found that teachers feel that they are cheated, underpaid and made to work in insecure conditions where the government pays less attention to teachers' dignity and self-esteem, teachers are human beings with various needs to be satisfied, and failure

to have such needs satisfied leads to frustration, nonchalant attitude towards work and rebellion. Bishay (2007) In the study "Work Motivation and Job Satisfaction: A Study Employing the Experience Sampling Method" found that Job satisfaction and Work motivation correlated significantly with responsibility levels, gender, subject, age, years of teaching experience, and activity. For this group of teachers who work in a school with a selective student body, overall motivation and job satisfaction levels were high.

Objectives

1. To find the difference in the mean scores of job satisfaction among teachers in regard to organizational setup and gender.
2. To study and compare difference in the mean scores of work motivation of teachers at different levels of job satisfaction (high and low)
3. To study and compare difference in the mean scores of work motivation of teachers at different levels of job satisfaction in regard to organizational setup and gender.

Sample

The study was conducted on 200 teachers randomly selected from schools of Ludhiana district. Out of the selected teachers 100 were rural and 100 were urban further divided into 50 male and 50 female students

Measures

For the purpose of the study Work Motivation Questionnaire (WMQ) by Aggarwal (2006) and Job Satisfaction Scale by Dixit, (1993) were used.

Procedure

In this study, descriptive survey method was employed. Above mentioned measures were employed to collect data from selected sample of 200 school teachers. Data was analyzed with descriptive and inferential statistics.

Discussion of Results

Hypothesis 1. There exists a significant relationship in the mean scores of work motivation and job satisfaction among teachers.

Table 1 : Scores of work motivation and Job satisfaction (Total Sample)

No.	Variable	Mean	S.D.	r
200	Work Motivation	90.97	16.50	0.22
200	Job Satisfaction	24.46	9.67	

Mean scores of work motivation and Job satisfaction are 90.97 and 24.46, SD 16.50 and 9.67 respectively and 'r' is 0.22 which is significant. Therefore teachers which are more motivated at workplace perform job with more satisfaction. This may be due to the better

environment, more salary, assigning duties, reinforcing and giving rewards etc. in schools.

Hypothesis 2: There exists no significant difference in the mean scores of work motivation of teachers at different levels of job satisfaction (high and low).

Table 2 : Scores of work motivation in relation to levels of Job Satisfaction among teachers

Job Satisfaction	No.	Mean	S.D.	SED	t
Low	54	87.86	10.91	2.20	5.23
High	54	99.38	19.22		

Mean score of work motivation of teachers at high levels of Job Satisfaction is 87.86 and SD is 10.91 and at low level of Job Satisfaction is 99.38 and SD is 19.22 respectively. SED is 2.20 and t-ratio value is 5.23, which is significant. This shows that there exists a significant difference in scores of work motivation at high and low levels of Job satisfaction. Therefore those teachers which are highly motivated are highly satisfied with job and vice versa.

Findings

- The study has revealed there exists a significant

relationship between work motivation and Job satisfaction among teachers. Therefore there is a dire need for the administrators to take into account the factors which improve work motivation.

- Urban teachers are more motivated towards work than rural teachers. Therefore there must be provisions in rural schools to motivate the teachers for better Job Satisfaction.
- Male and female teachers both have same level of work motivation in schools; therefore female

teachers should be kept equal in all other opportunities.

- Urban as well as male teachers are less satisfied in schools than rural and female teachers. So, such teachers should be motivated toward Job for better Satisfaction at workplace.
- Those teachers which are highly motivated in schools are more satisfied with their jobs and those teachers which are not highly motivated in schools are less satisfied with their jobs. So, there should be proper system in schools to motivate the teachers.

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