



## TEACHER EDUCATORS' JOB SATISFACTION IN RELATION TO WORK MOTIVATION - A CORRELATIVE STUDY

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### ABSTRACT

The present study was explored to find out the relationship between job satisfaction and work motivation of teacher educators. Survey method was conducted on a stratified random sample consisted of 280 teacher educators from Salem, Namakkal, Erode and Dharmapuri districts. Data was analyzed by r-value. Results found that there is relationship between composite and dimension based job satisfaction, and the composite and that dimension based work motivation and the predictability of work motivation scores and its dimensions over job satisfaction and its dimensions. Precisely, the study has brought out a unique finding about the domain - 'life orientation', as the one critically not tied up with the work motivation of the teacher educators which needs the immediate attention of all concerned with teacher education to bring in satisfaction and happiness for teacher educators.

**KEYWORDS:** Job Satisfaction, Work Motivation, Teacher Educators.

### INTRODUCTION

The widely used nomenclature 'teacher' depicts a person of a particular category of a job, transcending all explanations and definitions offered so far, illustrates the uniqueness of the Job 'teaching'. Anyone attempts to list the works and responsibilities, or the roles and duties of a teacher will sure fall short of vocabulary to accurately pinpoint his matchless manifestations in the wide spectrum of life situations of the students under his care. The movements in every part of his body, the utterance of every syllable, the cast of every look, the touch of every object, the way of striding along the aisles, the stature of moving on the dais, the smartness in handling the smart boards, and more than these all those that escape the human lens simply present a magic personality, with a lot more fascinating 'hardcore' hidden beneath such overt display.

Hence for understanding a teacher, especially in respect of his satisfaction with the job needs an investigation into multitude of layers of job activities formed of specific job spectra. Therefore, it requires to penetrate through and into the layers to identify and quantify the existing job satisfaction as per the requirement as well as one's expertise. The present study is the one taking Work motivation as a layer in the Job satisfaction and attempts to relate Work motivation and its dimensions with Job satisfaction and its facets.

### RATIONALE

The importance of the role of motivation in developing Job satisfaction has been confirmed in different forms, in different situations, and in different times. The earliest one in this regard seems to have occurred in 1924. The Harvard University in collaboration with



Western Electric Company, did an experiment, in the company's production centre at Hawthorne to establish the relationship between the brightness of the work spot and the amount of production, hypothesizing that more the brilliance of lighting in the production centre, the more will be the quantum of production. However, the experiment revealed that the assumed premise was wrong. After a short interval the researchers undertook another effort to find other human factors which may be the cause for such an outcome. The intimate interaction of the researchers with the employees, the attention shown by the officials on them, etc made the employees feel the concern of the superiors in their welfare, and gave a positive turn in their work with increased production. In the first instance, since the artificial novelty was worn out quickly, it could not improve productivity; whereas in the second instance, the sustenance of 'happiness' remained for long and their performance got increased. That is, the 'attention' of the researchers gave happiness to the workers and the 'happiness' served as the 'motivating factor' and increased their 'motive' to achieve more, leading to larger production and work satisfaction of the workers. This research at Hawthorne is especially significant as it was the first to show the world the role of Hawthorne effect in organizational studies (Muchinsky, 1985).

The research study based on Herzberg's Motivation-Hygiene theory reported by Syptak, Marslavel and Ulmer (1999) has revealed significant and positive correlation between staff satisfaction and patient satisfaction. The premise of the design is that hygiene factors are related to the work environment which includes: company policies, supervision, salary, interpersonal relations and working conditions. Motivating factors are related to job that includes: achievement, recognition, work itself, responsibility, and advancement. Herzberg hypothesized that when hygiene issues are addressed, the motivators promotes Job satisfaction and encourages production. In the words of Syptak et al. (1999) "by creating an environment that promotes Job satisfaction you are developing employees for motivated, productive and fulfilled".

In the pursuit of identifying Motivator factors improving ones Job satisfaction, Grant, et al (2010) undertook a survey of branch managers which revealed that the bank 'tellers' were dissatisfied with their job as it was boring and void of any responsibility. Therefore, the bank officials planned to redesign the nature of the teller jobs and as such they trained the tellers to handle commercial and travelers' cheque as well as to perform post payments online. Further they were given more 'autonomy' in executing their job on their own and more freedom on decision making. All the more they were given responsibility to own their customers. It is a wonder, that soon after the tellers were vested with responsibility and recognition, they became more contented and committed to the organization which increased their performance manifold.

As the Work motivation has emerged as the valid factor for forming one's Job satisfaction, the Researchers have inducted the same in the present research as the correlate of Job satisfaction of teacher educators.

### OBJECTIVES

- To find out the significant relationship between job satisfaction and work motivation of teacher educators.
- To find out the predictive nature of work motivation over job satisfaction of teacher educators.

### HYPOTHESES

1. There is no significant relationship between job satisfaction and work motivation of teacher educators.
2. Work Motivation is not significant enough to predict the Job Satisfaction of teacher educators.

### METHODOLOGY

Survey method was used for this study. A sample of 280 teacher educators was chosen from Salem, Namakkal, Erode and Dharmapuri districts by using stratified random sampling method.

### TOOLS

- Job Satisfaction Inventory (JSI) prepared and validated by the Researchers.

- Teachers' Work Motivation Scale (TWMS) by R. Portia and S. Mani (2016).

### ANALYSIS OF DATA

**Table 1: Relationship between Job Satisfaction and Work Motivation of Teacher Educators**

Job Satisfaction Dimensions	Work Motivation Dimensions	N	r-value	'p' value
Job Environment (JE)	WO	280	0.29	0.00*
	LO	280	0.04	0.51
	SA	280	0.21	0.00**
	AB	280	0.19	0.00**
	OWM	280	0.23	0.00**
Job Involvement (JI)	WO	280	0.24	0.00**
	LO	280	0.14	0.02*
	SA	280	0.03	0.57
	AB	280	0.09	0.13
	OWM	280	0.29	0.00**
Job Performance(JP)	WO	280	0.30	0.00**
	LO	280	0.05	0.41
	SA	280	0.13	0.03*
	AB	280	0.22	0.00**
	OWM	280	0.31	0.00**
Job Advancement(JA)	WO	280	0.26	0.00**
	LO	280	0.10	0.10
	SA	280	0.15	0.01*
	AB	280	0.03	0.59
	OWM	280	0.33	0.00**
Job Responsibility(JR)	WO	280	0.14	0.02*
	LO	280	0.24	0.00**
	SA	280	0.12	0.04*
	AB	280	0.29	0.00**
	OWM	280	0.29	0.00**
Interpersonal Relationship (IR)	WO	280	0.05	0.42
	LO	280	0.11	0.07
	SA	280	0.22	0.00**
	AB	280	0.29	0.00**
	OWM	280	0.34	0.00**
Overall Job Satisfaction (OJS)	WO	280	0.32	0.00**
	LO	280	0.15	0.01*
	SA	280	0.31	0.00**
	AB	280	0.38	0.00**
	OWM	280	0.49	0.00**

\*\*Significant at 0.01 level & \*Significant at 0.05 level.

WO - Work Orientation,

LO - Life Orientation

SA - Sense of Achievement

AB - Accountability

OWM - Overall Work Motivation.

**Table 2: Predictive Nature of Work Motivation Over Job Satisfaction of Teacher Educators**

Job Satisfaction Dimensions	Equation	R <sup>2</sup> Value	Work Motivation Dimensions	Coefficient	p-value
JE	12.27+ (0.09*WO) + (0.03*LO) +(0.07*SA) +(0.06* AB) +(0.12*OWM)	0.08	WO	0.13	0.00*
			LO	0.05	0.44
			SA	0.19	0.00*
			AB	0.15	0.00*
			OWM	0.24	0.00*
JI	14.18+ (0.05*WO) + (0.03*LO) +(0.06*SA) +(0.07* AB) +(0.15*OWM)	0.09	WO	0.21	0.00*
			LO	0.04	0.51
			SA	0.19	0.00*
			AB	0.23	0.00*
			OWM	0.20	0.00*
JP	9.11+ (0.03*WO) + (0.06*LO) +(0.08*SA) +(0.07* AB) +(0.16*OWM)	0.06	WO	0.19	0.00*
			LO	0.07	0.27
			SA	0.34	0.00*
			AB	0.21	0.00*
			OWM	0.26	0.00*
JA	15.32+ (0.09*WO) + (0.07*LO) +(0.06*SA) +(0.06* AB) +(0.10*OWM)	0.11	WO	0.08	0.15
			LO	0.15	0.00*
			SA	0.24	0.00*
			AB	0.29	0.00*
			OWM	0.31	0.00*
JR	12.30+ (0.08*WO) + (0.04*LO) +(0.06*SA) +(0.08* AB) +(0.11*OWM)	0.08	WO	0.26	0.00*
			LO	0.12	0.04
			SA	0.30	0.00*
			AB	0.22	0.00*
			OWM	0.29	0.00*
IR	14.29+ (0.03*WO) + (0.04*LO) +(0.07*SA) +(0.02* AB) +(0.11*OWM)	0.10	WO	0.09	0.14
			LO	0.02	0.75
			SA	0.27	0.00*
			AB	0.02	0.71
			OWM	0.31	0.00*
OJS	55.62+ (0.12*WO) + (0.09*LO) +(0.10*SA) +(0.11* AB) +(0.18*OWM)	0.14	WO	0.23	0.00*
			LO	0.10	0.09
			SA	0.19	0.00*
			AB	0.31	0.00*
			OWM	0.38	0.00*

\*Significant at 0.05 level.

**FINDINGS**

- ✓ On testing the significance of correlation between the dependent variable Job satisfaction and its dimensions, and the chosen psychological variable - work motivation and its dimensions, of teacher educators of colleges of education, it is found that there is **significant correlation** between overall Job satisfaction and its dimensions, and the independent variable Interest in teaching and all its dimensions.

In the case of the job environment - a dimension of job satisfaction, the overall work motivation and its dimensions work orientation, sense of achievement, and accountability are established as **significant correlates**.

In the case of the dimension job involvement, the overall work motivation and its dimensions work orientation and life orientation have emerged as the **significant correlates**.

The dimension job performance is found to be **significantly correlated** with overall work motivation and its dimensions work orientation, sense of achievement, and accountability.

**Significant correlation** is found between the overall work motivation and its dimensions work orientation, and sense of achievement with the dimension of job satisfaction -job advancement.

The overall work motivation as well as all its dimensions have come out as **significant correlates** of job responsibility.

In the case of the dimension Interpersonal relationship, only two dimensions of Work motivation - sense of achievement, and accountability have emerged as the **significant correlates**.

✓ The multiple regression analysis of the data collected revealed that the overall work motivation and all its dimensions have turned out to be **significant predictors** of the overall job satisfaction.

Overall work motivation and its dimensions work orientation, sense of achievement and accountability are found to be the **significant predictors** of the dimension job environment, job involvement, job performance and job responsibility.

Overall work motivation and its dimensions life orientation, sense of achievement and accountability are found to be the **significant predictors** of the dimension job advancement.

The dimension interpersonal relationship is found to be **significantly predicted** by overall work motivation, and its dimension sense of achievement.

## DISCUSSION AND CONCLUSION

In the present research, the Researchers generated data for Job satisfaction of the chosen sample by administering Job Satisfaction Inventory developed by the Researchers. The scale will provide the composite score as well as in respect of six facets of Job satisfaction treated as its dimensions. Along with this scale, the Researchers administered 'Teachers' Work Motivation Scale'. Therefore, they were capable of generating composite score for Work motivation and also in respect of its dimensions - Work orientation, Life orientation, Sense of achievement and Accountability. The data thus generated were subjected to correlation and predictive analyses for testing the stated null hypotheses.

On testing the relational hypothesis by Pearson's Product Moment Correlation, valid findings came out in terms of Job satisfaction and its dimensions with Work motivation and its dimensions. It is reported that the overall Work motivation was significantly correlated with overall Job satisfaction and all its six dimensions - Job environment, Job performance, Job advancement, Job involvement, Job responsibility and Interpersonal Relationship. It is the revelation of the existing strong and direct relationship between Job satisfaction and Work motivation of teacher educators. In the present scenario in Colleges of Education in Tamil Nadu, especially in the western region, it is a fact that there is a dip in the Work motivation of teacher educators due to untold sufferings they have in executing the job to their heart's desire, as well as outside the working environment, they are mentally and emotionally subjected to sufferings because of the problems allied to job conditions. Though one may not be able to pinpoint the environmental oriented reasons associated with the performance of job of teacher educators; no one could rule out the role of recent changes in policies and practices pertaining to teacher education, null and void. Therefore, what is externally felt about Job satisfaction of teacher educators may be the causation of the nature of Work motivation.

A peep into the findings related to the dimensions of Work motivation, one could see the Life oriented aspects of Work motivation is at its worst in relation to the dimensions of Job satisfaction. Out of six dimensions of Job satisfaction studied, Life orientation aspect of Work motivation is displaying its relationship only with two dimensions of Job satisfaction - Job involvement and Job responsibility. It is an

indication that inspite of hurdles and blocks in the social, emotional and physical wellbeing; they are 'involved' in the teaching activities and also fulfill their Job responsibilities in a reasonable manner as they remain teacher educators.

Moreover, the application of multiple regression analysis to identify the predictors of Job satisfaction from the clusters of Work motivation and its dimensions has confirmed the dull and drab conditions prevailing in the life of teacher educators. Excepting Life orientation aspect of Work motivation, all other dimensions are predictive of Job satisfaction and most of the domains. Infact, from the professional point of view it paints a bright picture of Job satisfaction with the aid of Work motivation and its dimensions. But what missing are the elements that are needed for a peaceful living when one is engaged in a job. In spite of so many obstacles faced by teacher educators, it seems, they are silently discharging their job as sincere and devoted teacher educators.

Hence the Researchers are of the opinion, that the concerned authorities may take suitable measures to alleviate the life oriented problems blocking their Work motivation and job execution, after an in-depth study of prevailing job environment and job conditions of teacher educators.

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