



Job Satisfaction of Head Teachers at Elementary Level

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ARTICLE INFO

Article history:

Received: 10 May 2012;

Received in revised form:

16 August 2012;

Accepted: 18 August 2012;

Keywords

Job satisfaction,
Elementary Head Teachers.

ABSTRACT

The underlined study aims to explore the level of job satisfaction of the head teachers at the elementary schools from the district of Sahiwal, the Punjab, Pakistan. The researchers also venture to draw a comparison between the criterion of the job satisfaction of male-female and urban-rural elementary head teachers. Since teaching is a highly prestigious profession and the most sensitive domain of all others. So, it is very important to provide teachers with all their peace of mind. It would be possible only if they find themselves satisfied with their job. Hence, this research may be taken a milestone for the provision of a flourishing ambience to the head teachers so that they may indulge themselves with the very idea of a professional teacher. In order to collect the required data for the study, the Minnesota Satisfaction Questionnaire (MSQ) was used as a tool. The sample of 140 head teachers was taken randomly by the researchers; The SPSS-12 (evaluation version) was used to analyze the obtained data and t-test was applied for the sake of comparison. The overall response rate was 86%. This research has successfully got that the head teachers were slightly satisfied with the basic three dimensions of a job i.e. advancement, education policies and compensation. Thus, it is found exigent to overcome the problem in order to give them the maximum job satisfaction.

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Introduction

Job satisfaction is a very critical issue which was given importance at the inception of industrialization but now it is being taken as a bugle of time. It means that the worth of employees is being appreciated by the employers. The value of education is undeniable; thus, it is imperative to provide teachers with the utmost facilities so that they must be satisfied with the status of their job. As far as the head teachers are concerned, they must be taken as a commander of the crew. It is because that their performance and professional development directly influence the performance of their teachers. The scholars and researchers all around the world have felt this sensitive issue. They, therefore, have started giving prime importance to the job satisfaction of head teachers.

Since the head teachers are the main pivot of the educational machinery, they must be made satisfied with their job. Indeed their smugness will endue a potential energy to the overall set up. It is noticed that a mental torment of the head teachers has posed a continuous decline in the status of education. It is because that the education is being thought with the monetarily perspectives only. Khan (1999) elucidates the same thought that salary or emoluments of the employees fulfill their material needs and give them a sense of status, independence and personal worth.

Job satisfaction in fact affects the overall attitude of people towards their fellows, their work and their life as a whole. Newstrom (2007) defines job satisfaction as a set of positive or negative behaviours of the employees. He also emphasizes a continuous monitoring of the level of job satisfaction. Indeed, it would surely affect the significance of the job. As far as the

education system is concerned, none can ignore its intrinsic value. Thus, the head teachers must be made enjoy the utmost level of job satisfaction for the reputé of the institute as well as for the best provision of education. If the head teachers are not happy with their present status, they would start looking for some other jobs. As a result, the education system may lose some valuable assets. Along these lines, they must be given dignity of their profession with all the possible benefits.

Literature review

A lot has been written and is being written on job satisfaction of employees, since long. The views of some renowned scholars on job satisfaction are quoted here after analyzed critically. Locke (1969) has defined job satisfaction as "job satisfaction is a state of pleasure gained from applying one's values to a job". Most of the people join a job/ service as per their interest and aptitude. Spector (1997) says the job satisfaction is "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs". In the same way Worrell (2004) comments on that the job satisfaction comprises of the positive reactions of employees towards their jobs. It is also the attitudes and feelings which are established during employment or job and these feelings and attitudes show the satisfaction level of employees which resultantly influence the working atmosphere of an organization. Buitendech & Witte (2005) explained that job satisfaction is about the employees' perception and reaction to a job; this perception and reaction influence the working circumstances. It also includes the needs, expectations and values of employees. According to Robbins (2005) job satisfaction is a collection of feelings that employees

show towards their jobs, moreover it is an attitude rather than behavior.

Yunus (2008) defines the job satisfaction is workers emotional responses to tasks as well as social and physical situation of workplace. It also considers the expectations and fulfillment of these expectations during the job. It is an interaction between the employees and workplace. Employees should do well for the organization and, will be fairly compensated; if there is incongruity between the compensation and production, it leads to dissatisfaction of employees (Vroom, 1982). The expectations of employees must be satisfied for the progress of an organization.

There are many theories of job satisfaction; the Herzberg (1959) theory of job satisfaction with two factors 'motivators' and 'hygienes' is the most important one. Motivators are the determinant of satisfaction and "hygienes" show dissatisfaction. Another important theory is the theory of work adjustment, P-E theory i.e. person in an environment, the closer the relationship of person needs with workplace/environment the higher will be the level job satisfaction (Dawis, 2002).

Methodology of the Study

This research is explorative and comparative perusal that aims to explore and compare the level of job satisfaction of male-female and urban-rural head teachers of district Sahiwal, the Punjab, province of Pakistan. The research was carried out by using Minnesota satisfaction questionnaire. In Pakistan elementary education system in at public level have the same basic structure throughout the country. The population of the study comprises of all male-female and urban-rural elementary head teachers from the district Sahiwal. The survey was delimited to a sample of 140 head teachers (including 60 male and 80 female) out of 269 elementary schools randomly due to limited time and availability of head teachers

On request of the researchers the school authorities (District Education Officer Sahiwal) provides the lists of male and female elementary schools. The permission to conduct a survey in the elementary school was sought from Executive District Officer (Education). The questionnaires were mailed to all the 140 respondents. Total received questionnaire after two reminders were 120. Hence the response rate remained 86%.

The Minnesota satisfaction questionnaire (MSQ) along with demographic data sheet was used for this study. According to Green (2000), MSQ is widely used to measure job satisfaction of employees, a well recognized and researched instrument in the world. It can be administered to groups or individuals being gender unbiased. The reliability of questionnaire used for this study was .97 which shows highly reliable instrument.

Data was analyzed through software 'Statistical Package for Social Sciences' (SPSS). Mean scores, standard deviation were calculated and t-test was applied for the sake of comparison of job satisfaction level of male-female and urban-rural head teachers at elementary level.

Results:

The mean values were interpreted according to the following criterion; not satisfied = 1.00 – 1.50, slightly satisfied=1.51 – 2.50, satisfied=2.51 – 3.50, very satisfied=3.51 – 4.50 and extremely satisfied=4.51 – 5.00.

Table-1 show that most of the elementary head teachers are slightly satisfied with respect to their promotion opportunity, formulation, awareness and implementation of education policy and salary packages. They are satisfied with respect to the factors of the job i.e. ability utilization, achievement get from

the job, administrative activities, authority in the school, creativity in their profession, coworkers relations, independence in administration and teaching, moral values, recognition by the department, responsibility of job, security of job, social service, social status as head teacher, supervision regarding human relations, supervision regarding technical aspects, variety in tasks and working conditions of the institution. The overall mean value 2.75 shows that majority of elementary head teachers are satisfied with their job.

Table-2 shows that $t(118) = .245$, $p = .807$ is not significant. The job satisfaction level of male head teachers with mean value ($M = 49.50$, $SD = 8.861$) and female head teachers with mean ($M = 49.11$, $SD = 8.684$) is almost same. It can be inferred that both male and female head teachers are working in the same service structure, institutional environment and administrative setup.

Table-3 shows that $t(118) = 1.252$, $p = .213$ is not significant. The job satisfaction level of urban head teachers with mean value ($M = 52.78$, $SD = 12.804$) and rural head teachers with mean ($M = 49.00$, $SD = 8.333$). Mean value of urban head teacher is greater than rural show that urban head teachers are more satisfied than the rural. Statistically no difference in job satisfaction of both urban and rural head teachers is due to working in the same service structure, institutional environment and administrative setup.

Table-4 shows that $t(118) = .519$, $p = .605$ is not significant. The job satisfaction level of younger head teachers with mean value ($M = 49.79$, $SD = 8.238$) and older head teachers with mean ($M = 48.94$, $SD = 9.083$) is almost same. It can be inferred that both younger and older head teachers are working in the same service structure, institutional environment and administrative setup.

Table-5 shows that $t(118) = .314$, $p = .754$ is not significant. The job satisfaction level of less experienced head teachers with mean value ($M = 49.06$, $SD = 8.799$) and more experienced head teachers with mean ($M = 49.57$, $SD = 8.717$) is same. The same level of job satisfaction of both less experienced and more experienced head teachers is due to working in the same service structure, institutional environment and administrative setup.

Conclusion and Discussion

Elementary head teachers are satisfied with respect to the factors of the job i.e. ability utilization, achievement, activities, authority in the school, coworkers relations, independence, moral values, creativity, recognition, responsibility, security of job, social service, social status as head teacher, supervision regarding human relations, supervision regarding technical aspects, variety in tasks and working conditions of the institution. These results verify the study conducted by Ghazi (2004) who did a research on elementary Head teachers in District Toba Tek Singh, the Punjab, Pakistan. He found that elementary head teachers were generally satisfied with their jobs. The head teachers were very satisfied with dimensions, moral values and activity.

Elementary head teachers of the present study are slightly satisfied with respect to their promotion opportunity, awareness and implementation of education policy, and salary package. The results are consistent with the studies of (Ghazi 2004, Stemple 2004, Waskiewicz 1999 and Newby 1999).

The overall result shows that elementary head teachers are satisfied with their job. No significance difference of job satisfaction was found between male-female, urban-rural, and

professional experience which is consistent with Jaiyeoba and Jibril (2008) who found that there was no significant difference of job satisfaction level of male and female administrators, urban and rural and contradicts with Ghazi (2004) who found significant difference between male and female head teachers. It might be due to the same service structure of the head teachers in the public sector throughout the country.

On the basis of conclusion of this study, it is recommended that elementary head teachers may be provided with better salary package, rapid promotion and active participation in policy formulation.

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Table No 1
Job satisfaction of Head teachers in Sahiwal District (n=120)

S#	Dimensions	Mean	Standard Deviation	Remarks
1	Ability Utilization	2.73	.907	Satisfied
2	Achievement	2.97	.888	Satisfied
3	Activity	2.90	.929	Satisfied
4	Advancement	2.32	.879	Slightly satisfied
5	Authority	2.69	.896	Satisfied
6	Education Policy	2.05	.986	Slightly satisfied
7	Compensation	2.23	.877	Slightly satisfied
8	Co-workers	2.94	.792	Satisfied
9	Creativity	2.77	.941	Satisfied
10	Independence	2.68	.979	Satisfied
11	Moral Values	2.93	.932	Satisfied
12	Recognition	2.79	.943	Satisfied
13	Responsibility	2.80	.975	Satisfied
14	Security	2.64	.960	Satisfied
15	Social service	3.08	.931	Satisfied
16	Social status	3.03	.974	Satisfied
17	Supervision-human relation	2.94	.938	Satisfied
18	Supervision-technical	2.83	.984	Satisfied
19	Variety	2.83	.993	Satisfied
20	Working Conditions	2.77	.968	Satisfied
Overall Total		2.75	.933	Satisfied

Table No 2
Job satisfaction of Head teachers with respect to gender

Variables	N	Mean	SD	t-value	df	Sig
Male	54	49.50	8.861	.245	118	.807
Female	66	49.11	8.684			

Table No 3
Job satisfaction of Head teachers with respect to location of school

Variables	N	Mean	SD	t-value	df	Sig
Urban	9	52.78	12.804	1.252	118	.213
Rural	111	49.00	8.333			

Table No 4
Job satisfaction of Head teachers with respect to age groups

Variables	N	Mean	SD	t-value	df	Sig
20-39 Years	48	49.79	8.238	.519	118	.605
40-59 Years	72	48.94	9.083			

Table No 5
Job satisfaction of Head teachers with respect to professional experience

Variables	N	Mean	SD	t-value	df	Sig
1-20 Years	67	49.06	8.799	.314	118	.754
21 Years and above	53	49.57	8.717			