

A Study on Job Satisfaction of Private Post Graduate College Teachers in Visakhapatnam City Using Henry Garrett Ranking Technique

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ABSTRACT - There may be various factors that can lead to a success of any educational institute but teachers are the eminent factor for the success of any institute. Teachers are the pillars of any society. They are the one who shape the future citizens of the society. Hence the job satisfaction of the teachers is an eminent and pivotal responsibility of any society. A satisfied teacher is happier and is more sincere towards his or her work and hence his/her performance. They perform well and are motivated to do best for the students and hence developing the society as a whole. This study is conducted to rank the various factors of job satisfaction of the teachers (like ability utilization, achievement, promotion, compensation, company policies. Co-workers, nature of work, supervision, working condition and social status. in private colleges of the Visakhapatnam by using Henry Garrett Ranking method. It is used to find out the most significant factor that influences job satisfaction.

Keywords: *Job Satisfaction, Happy, Teachers, Motivated, Performance.*

I. INTRODUCTION

The growth and success of any institute/ college depends upon the efficiency and capability of their teachers. So the management needs to effectively utilize and tap the potentials of them. At the the same time the success also depends upon the sincerity and commitment of these teachers. All these becomes easy if the teachers have job satisfaction. Therefore, it is indisputable that the due consideration should be given to the factors influencing job satisfactions. Satisfactory performance can be expected from a teacher when he/ she is satisfied with the work. If there is job dissatisfaction, it results in low performance (Bretz & Thomas, 1992)¹. The government is also consistently striving to improve the quality of the education especially of the higher education, but all the hard work would go into vain if the teachers are not satisfied. A satisfied teacher would perform better than a one who is not satisfied.

II. REVIEW OF LITERATURE

Job satisfaction is a combination of emotions that employees possess towards role they are performing at the work place. Job Satisfaction is the essential component for employee motivation and encouragement towards better performance. According to Newstrom (2007)², job satisfaction is a set of favourable or unfavourable feeling and emotions with which employee view their work and the supervisors need to be alert about employee job satisfaction level. Hoppok & Spielgler (1938)³ defines job satisfaction as the integrated set

of psychological, physiological and environmental conditions that encourage employees to admit that they are satisfied or happy with their jobs.

The study of Bilal (2012)⁴ has shown relationship between job satisfaction and compensation and working conditions. A teacher should be rewarded and recognized for her services otherwise his/ her satisfaction level might decrease which can have an impact on his/ her performance. Bavendam (2000)⁵ opines that the job satisfaction of teachers is very important as otherwise their attitude will have an impact on the learning process of their students. A satisfied teacher performs well and have positive impact on performance and quality of teaching and retention rate is also higher for such teachers.

III. OBJECTIVE OF THE STUDY

The main objective of the study is to rank the various factors affecting the job satisfaction of the private degree college teachers in the Visakhapatnam city and to find the most significant factor influencing the job satisfaction.

IV. METHODOLOGY OF THE STUDY

Both the primary and the secondary data were collected for the study. The secondary data was collected from the websites and various journals and books. Primary data was collected by administering a questionnaire to rank the factors and also through interactions with the teachers directly.

The questionnaire was administered to 250 teachers of different private post graduate colleges in the

Visakhapatnam city who were selected through convenience sampling technique. Out of these respondents, 61 didn't respond or gave incomplete answers. Only 189 responses were complete and were considered for the study and analysis.

Henry Garret Ranking method was used as a statistical tool to rank the 10 factors (namely ability utilization, recognition & achievement, promotion, compensation, company policies. Co-workers, nature of work, supervision, working condition and social status) affecting job satisfaction of private post graduate college teachers of Visakhapatnam city.

Henry Garret techniques is used by the researchers in their study where there are many factors or determinants that need to be ranked to find out the most significance factor that influences the respondents. The merits given by the respondents are converted into ranks by using a formula. In this technique, respondents assign the rank for all factors and the outcomes of these ranks are converted into score value with the help of the following formula:

$$\text{Percent position} = 100 (R_{ij} - 0.5) / N_j$$

Where R_{ij} = Rank given for the i th variable by j th respondents

N_j = Number of variables ranked by j th respondent

V. ANALYSIS AND INTERPRETATION

1.1 Demographic profile of the respondents

Demographic variable	Respondents (In percentages)
GENDER	
Male	33.8
Female	66.2
AGE(IN YEARS)	
Less than 30	7

5.2.2 Calculation of respondents Rank for 10 factors of job Satisfaction

Factors of Job Satisfaction	Rank									
	1	2	3	4	5	6	7	8	9	10
ability utilization	21	21	21	42	28	14	0	0	28	14
Achievement	42	42	49	21	7	7	0	14	7	0
Promotion	35	35	56	35	21	0	0	0	7	0
Compensation	63	21	21	28	7	21	7	0	7	14
company policies	0	14	7	7	35	7	21	14	35	49
Co-workers	0	7	7	21	35	42	14	28	14	21
nature of work	7	21	14	21	42	42	35	0	7	0
Supervision	0	7	0	0	0	7	70	49	28	28
working conditions	0	7	0	0	14	21	21	70	28	28
social status	21	21	7	14	0	28	21	14	21	42

Source: Primary data

Table 5.2: Respondents Ranking for Job Satisfaction factor

30-40	49.3
40-50	35.2
Above 50	8.5
EDUCATIONAL QUALIFICATION	
Degree	3.5
Masters/ Post Graduate	35.2
Doctorate	61.23
Post Doctorate Fellowship/ Others	0.07
EXPERIENCE (IN YEARS)	
Less than 5	10.6
5-10	35.2
10-15	28.2
15-20	10.6
20-25	9.9
More than 25	5.6
MARITAL STATUS	
Married	89.4
Unmarried	7.0
Single/ Divorced	3.5

Source: Primary data

Table 5.1 Demographic profile

Most of the respondents are females (66.2%) as we witness education sector being dominated by them in the Visakhapatnam city. The female teachers are able to balance work and life with the teaching job which usually have fixed hours of work. This is one of the reasons that married women choose this field as their career as evident with 89.4% of married respondents in my study. Most of the respondents belong to the age group of 30 to 40 years of age and with 61.23% of doctorates. The degree of doctorate is made mandatory for the teachers of the college and hence we find a good percentage of doctorates among the respondents.

5.2.1 Henry Garret Ranking method is used to assess which factors out of the 10 factors selected for the study are most impactful on job satisfaction of private post graduate college teachers in Visakhapatnam city. The factors were ranked as per the ranking method of Henry Garret.

Table 5.2 displays the number of respondents giving the ranks for each factor of job satisfaction. 49 members have ranked the factor ‘company policy’ in the 10th position and no one has ranked this factor in the first position. 63 respondents have ranked ‘compensation’ in the first position, 42 respondents have ranked ‘achievement’ in the 1st position and 35 respondents ranked ‘promotion’ in the 1st position. These factors are valued important by the respondents towards job satisfaction when compared to other factors. None of the respondents have ranked ‘company policy’, ‘co-workers’, ‘supervision’ and ‘working condition’ in the 1st position. Instead, 70 respondents have ranked ‘working conditions’ in 8th position and ‘supervision’ in 7th position. These factors are not considered important by the respondents towards job satisfaction when compared to the other factors.

5.3 Garret Value with percentage position value

Factors of Job Satisfaction	percentage position value	Garret value
ability utilization	5	82
Recognition & appreciation	15	70
Promotion	25	63
Compensation	35	58
company policies	45	52
Co-workers	55	48
nature of work	65	42
Supervision	75	36
working conditions	85	29
social status	95	18

Table 5.3: Garret value with percentage position value

The percentage position values for each rank is found by using the formula as given below

Percent position value = 100 (R – 0.5) / N

Here, N=10 (as there are 10 job satisfaction factors)

Garret value for each rank is found from Henry Garret table for the respective percent position value.

5.4 Henry Garret Rank for Job Satisfaction factors

5.4.1 **Factor total:** The factor total is found for each of the 10 factors.

Factors of Job Satisfaction	1st*82	2nd*70	3rd*63	4th*58	5th*52	6th*48	7th*42	8th*36	9th*29	10th*18	total
ability utilization	1722	1470	1323	2436	1456	672	0	0	812	252	10143
Achievement	3444	2940	3087	1218	364	336	0	504	203	0	12096
Promotion	2870	2450	3528	2030	1092	0	0	0	203	0	12173
compensation	5166	1470	1323	1624	364	1008	294	0	203	252	11704
company policies	0	980	441	406	1820	336	882	504	1015	882	7266
Coworkers	0	490	441	1218	1820	2016	588	1008	406	378	8365
nature of work	574	1470	882	1218	2184	2016	1470	0	203	0	10017
Supervision	0	490	0	0	0	336	2940	1764	812	504	6846
working conditions	0	490	0	0	728	1008	882	2520	812	504	6944
social status	1722	1470	441	812	0	1344	882	504	609	756	8540

Table 5.4.1: Factor total

5.4.2 Ranking of Job satisfaction factors

Factors of Job Satisfaction	Total	Average score	RANK
ability utilization	10143	53.67	4
Achievement	12096	64.00	2
Promotion	12173	64.41	1
Compensation	11704	61.93	3
company policies	7266	38.44	8
Coworkers	8365	44.26	7
nature of work	10017	53.00	5
Supervision	6846	36.22	10
working conditions	6944	36.74	9
social status	8540	45.19	6

Table 5.4.2: Ranking of Job satisfaction factors

The Henry Garret rank is found by calculating average score for each factor.

Average Score for each factor = Total response for each factor / Total number of respondents

Here, total number of respondents are 189.

Average score for each factor is calculated using above formula. The factor with the highest average score is ranked first. The next highest average score is ranked second and so on.

VI. DISCUSSION & CONCLUSION

Here, the factor promotion has the highest average score of 64.41 and hence is ranked first. Though the vertical levels of hierarchy are less in any educational institutions and hence the opportunities of promotion are less, the teachers expect promotion to senior positions. The factor promotion is the most significant factor in affecting the job satisfaction of private college teachers. This implies that those respondents getting promotion would be highly satisfied when compared to those not being promoted.

The second most influencing factor is Recognition & appreciation (average score of 64.00). The teachers are satisfied if their work and performances are recognised or appreciated. This motivates them to perform better. Compensation is ranked 3rd (average score of 61.93). A study by Pronay (2011)⁶ and Ghafoor (2012)⁷ revealed that the teachers receiving less salary /compensation were not satisfied. This shows how important the compensation factor is for the job satisfaction.

With an average score of 53.67, ability utilization is ranked 4th by the respondents, nature of work is ranked 5th (average

score of 53.00) and social status (average score of 45.19) is ranked 6th by the respondents.

The factors co-workers (average score of 44.26) and company policy (average score of 38.44) stands in 7th and 8th rank as per the respondents. The relationship with the co-workers and company policy of the college is not so important for these respondents of Visakhapatnam city. Working condition (average score of 36.74) is ranked 9th and supervision (average score of 35.15) is ranked 10th. All these factors are not so important for the employees.

As per the Herzberg's two factor theory, the factors namely co-workers, company policy, working conditions and supervision belong to the category of Hygiene factors whose absence will demotivate the employees but the presence do not motivate them. Hence these factors do not play a big role in influencing job satisfaction of employees. The factors namely promotion, Recognition and ability utilization belong to the category of motivators of Hygiene theory. The absence of these factors demotivates the employees and hence the role of these factors is worth enough to influence the job satisfaction of the employees (Herzberg, et.al, 1957)⁸. The factor namely compensation is valued by the respondents in affecting job satisfaction but this factor belongs to the Hygiene factor of Herzberg's theory which was contradicted by many researchers as compensation is one of the highly influencing factors of job satisfaction. In the study of Ghafoor (2012), it was found that the teachers with higher salary were more satisfied than with teachers of less salary.

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