ROLE PERFORMANCE AND JOB SATISFACTION OF TEACHERS WORKING IN INSTITUTIONS OF HIGHER EDUCATION IN VELLORE DISTRICT, TAMIL NADU, INDIA

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ABSTRACT

KEYWORDS:
role performance, job satisfaction, higher education, personal commitment, work environment

Objectives: The study aims to measure the role performance and level of satisfaction of teachers working in institutions of higher education.

Methods: A twenty items tool to measure role performance in a five point scale, and twenty five items tool to measure job satisfaction with five point scale were administered to 485 teachers working in institutions of higher education in Vellore district.

Results: ANOVA test result revealed that respondents working in institutions of higher education are able to balance work life and home life. The respondents were had a sense of belonging at work, and are not recognized by the institution where they are working. The relationship with management is found to be different with type of institution respondent's work. Factor analysis identified four variables in the factor Work Environment (JS1) Feeling Safe in the Work environment, (JS2) Cordial relationship with Immediate Supervisor, (JS3) Cordial relationship with co- workers, (JS4) The Work itself is challenging, and four variables in the factor Career Development (JS9) variety of work is present (JS22) Paid training and reimbursement for workshop programs are encouraged (JS23) career advancement opportunities offered, (JS25) Networking is encouraged were found to be the major factors influencing job satisfaction among respondents.

Conclusion : The study revealed that employees are not recognized by the institution where they are working. The relationship with management is found to be different with type of institution respondent's work. With regard to job satisfaction the factors work environment and career development were found to be the major factors influencing job satisfaction.

INTRODUCTION

The higher education system in India is the third largest in the world, next to United States and China. The educational standards are set by University Grants Commission which coordinates between the center and the state. The State of Tamilnadu has to its credit reputed Universities of the country. It is one of the most developed states in the country in the field of higher education. There are 91 government colleges, 40 constituent colleges, 139 aided colleges and 514 unaided colleges with a total of 784 Arts and Science Colleges.

The performance of employees in an organisation is defined as the extent to which an organizational member contributes to achieving the goals of the organisation. Employees are a primary source of competitive advantage in service-oriented organisations (Luthans and Stajkovic, 1999; Pfeffer, 1994). Performance includes outcomes that are achieved or accomplished either through contribution of individual employees or a team to the organisations strategic goals. An effective employee is a combination of a good skill set and a productive work environment. Many factors affect employee performance that organisation need to be aware of and should work to improve at all times.

Job satisfaction is an attitudinal variable that reflects how people feel about their jobs overall as well as about various aspects of them. (Spector, 2003). It is one of the most widely studied concepts in the field of organizational behavior. It has been linked to important organizational variables, such as productivity, absenteeism and turnover (Loi, Yang, & Diefendorff, 2009).

OBJECTIVES

This research focused on the following two objectives:

    To determine the role performance of teachers working in institutions of higher education.

    To evaluate the level of job satisfaction among college teachers.

METHODS

Measures

A twenty items tool was constructed with four dimensions, personal commitment and performance, work environment, recognition and satisfaction, relationship with management to measure role performance of teachers working in institutions of higher education in Vellore district. A twenty five items tool was constructed with four dimensions, such as working condition, opportunity for advancement, job itself and organisation environment to measure job satisfaction of teachers working in institutions of higher education in Vellore district. A Chronbach's alpha coefficient calculation of 0.940 showed the 5 scale instrument to be internally reliable.

Administration of the instrument

The survey was administered to 515 teachers working in colleges in Vellore district. A total of 485 teachers fulfilled the survey with 94% response rate.

Hypothesis

A number of hypothesis were proposed relating to role performance and job satisfaction of employees.

The first hypotheses consisted of a series of sub hypotheses: (H_{1a}) was based upon the assumption that role performance of employees was positively related to personal commitment. (H_{1b}): there is no significant difference between type of institution and work environment (H_{1c}): employee recognition is positively related to role performance. (H_{1d}): there is positive relationship among employees and management.

The next hypothesis (H_2) was related to work environment, pay and reward, opportunity for advancement, and career development dimensions each significantly associated with the twenty five items overall job satisfaction.

RESULTS AND DISCUSSIONS

This study was conducted to measure the role performance and job satisfaction among teachers working in institutions of higher education in Vellore district. The respondents taken for the study comprised of 38.76 % from Self-finance colleges. It was followed by 25.77 % belonging to Government Colleges, 17.53 % belonging to Autonomous Colleges and 17.94 % of the respondents belonged to Aided Colleges.

Employee performance

In the organizational context, performance is usually defined as the extent to which an organizational member contributes to achieving the goals of the organization. In addition, a commitment performance approach views employees as resources or assets, and values their voice.

Employee performance plays an important role for organizational performance. Employee performance is originally what an employee does or does not do. Performance of employees could include: quantity of output, quality of output, timeliness of output, presence at work, cooperativeness Güngör (2011). Macky and Johnson (2000) pointed that improved individual employee performance could improve organizational performance as well. Deadrick and Gardner's (1997)points, employee performance could be defined as the record of outcomes achieved, for each job function, during a specified period of time. If viewed in this way, performance is represented as a distribution of outcomes achieved, and performance could be measured by using a variety of parameters which describe an employee's paten of performance over time. On the other hand, Darden and Babin (1994) said employee's performance is a rating system used in many corporations to decide the abilities and output of an employee. Good employee performance has been linked with increased satisfaction while poor employee performance has been linked with increased employee dissatisfaction and employee turnover.

Role Performance

Employees' responsibilities in an organisation are to work towards achieving individual goals, which help the organization reach its objectives. In institutions of higher education the role of teachers are said to be important tool as they shape the nation. Teachers play an important role in educating the future members of a society through their work in Colleges. Teachers working in higher education institutions play a critical part in advancing economic and technological development as well as sustaining the well-being of the societies they serve. Personal commitment, work environment, recognition and satisfaction and relationship with management influence employee role in organisation. ANOVA test was conducted which revealed the following results:

Personal commitment

Every employee is expected to have a personal commitment towards work. In a teaching profession the teachers should have an individual commitment which helps develop their career and bring out the best to their students. It is inferred from Table 1 that among the five variables taken for the study only one variable was found to be greater than 0.05. (P4) I am able to balance my work life and home life $F(3,481) = 0.542, p > .05$. The remaining four variables were found to be lesser than 0.05. They are (P1) I usually look forward to coming to work $F(3,481) = 16.302, p < .05$. (P2) I enjoy working for this institution $F(3,481) = 5.259, p < 0.05$. (P3) I willingly take on extra tasks and responsibilities $F(3,481) = 5.081, p < .05$. (P5) My workload allows me to perform my job well $F(3,481) = 2.803, p < .05$. Since the variable P(4) is greater than $p < 0.05$, we accept the null hypothesis. Hence it is revealed that respondents working in institutions of higher education are able to balance work life and home life, only variable (P4) is positively related.

Work environment

It is revealed from Table 2 that among the five variables taken for the study only one variable was found to be greater than 0.05. (W1) I am satisfied with my sense of belonging at work $F(3,481) = 1.666, p > 0.05$. The remaining four variables were found to be lesser than 0.05. They are (W2) I feel like I am part of a team $F(3,481) = 52.22, p < .05$. (W3) The employees work together to reach goals $F(3,481) = 94.349, p < 0.05$. (W4) The employee morale is fairly high $F(3,481) = 47.847, p < .05$. (W5) There is good communication in the department $F(3,481) = 33.088, p < .05$. Since the variable (W1) I am satisfied with my sense of belonging at work is greater than $p > 0.05$, null hypothesis is accepted. Hence it is revealed that respondents are satisfied with the sense of belonging at work among all type of institutions.

Recognition and satisfaction

The result of the study is depicted in Table 3. It is found that all the five variables taken for the study was found to be lesser than 0.05. They are (R1) I feel I am recognized for the job that I do $F_{(3,481)} = 6.761$, $p < 0.05$. (R2) Individual contributions are rewarded $F_{(3,481)} = 12.298$, $p < 0.05$. (R3) I feel the recognition I receive is genuine $F_{(3,481)} = 26.484$, $p < 0.05$. (R4) Celebrations/events are a common occurrence $F_{(3,481)} = 79.085$, $p < 0.05$. (R5) I am satisfied with my compensation $F_{(3,481)} = 51.975$, $p < 0.05$. Since all the variables are lesser than the $p < 0.05$, null hypothesis is rejected. It is therefore revealed that respondents are of the opinion that they are not recognized by the institution where they are working.

Relationship with management

The analysis result is depicted in Table 4. It is inferred that all the five variables taken for the study was found to be lesser than 0.05. They are (R1) I feel I am recognized for the job that I do $F_{(3,481)} = 16.682$, $p < 0.05$. (R2) Individual contributions are rewarded $F_{(3,481)} = 15.744$, $p < 0.05$. (R3) I feel the recognition I receive is genuine $F_{(3,481)} = 42.453$, $p < 0.05$. (R4) Celebrations/events are a common occurrence $F_{(3,481)} = 55.981$, $p < 0.05$. (R5) I am satisfied with my compensation $F_{(3,481)} = 21.916$, $p < 0.05$. Since all the variables are lesser than 0.05, null hypothesis is rejected. Hence it is revealed that respondent's relationship with management is not positively related with type of institution respondent's work.

Measuring Job Satisfaction

Organizational culture has a profound influence on several key organizational variables (Cameron & Freeman, 1991). Also, the literature suggests that organizational culture affects individual attitudes and behaviors (Lund, 2003; Schein, 1992). One of these main individual attitudes and behaviors is job satisfaction which was shown to be directly impacted by organizational culture (Macintosh & Doherty, 2010). Job satisfaction is one of the most widely studied concepts in the organizational behavior field, as it has been identified as a key job attitude related to the quality of the working context in any organisation.

Job satisfaction or employee satisfaction has been defined in many different ways. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Others believe it is not as simplistic as this definition suggests and instead that multidimensional psychological responses to one's job are involved. Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job (affective job satisfaction) or cognitions about the job (cognitive job satisfaction).

Factor analysis

Job satisfaction was measured using factor analysis, a method of data reduction. A Cronbach alpha was calculated for twenty five variables. The number of cases was 485 and alpha co-efficient was 0.940.

Communalities (h^2)

Communalities symbolized as h^2 shows how much of each variable is accounted for by the underline factor taken together. A high value of communality means that not much of the variable is left over after whatever the factors represents is taken into consideration. Table 5 shows the communalities calculated for this study.

Principal components analysis works on the assumption that all variance is common; therefore before extraction the communalities are all 1. The output also shows the component matrix before rotation. The communalities in the column labeled extraction reflect the common variance in the data structure. Thus it is seen that 63.43 percentage of the variance associated with variables associated to services is common, or shared, variance.

Factor extraction

Factor analysis was applied to extract the variables. It has extracted all factors with eigenic values greater than one resulting in five factors.

Factor Rotation

Rotation in the context of factor analysis is something like staining a microscope slide. Just as different stain reveals different structure in the tissue different rotation reveal different structure in the data. Though different rotation give results that appear to be entirely different , but from a statistical point of view all results were taken as equal, non-superior or inferior to others. However there are two rotations: orthogonal rotations and oblique rotations. If factors are independent orthogonal rotation is done. And if factors are correlated an oblique rotation is made. The researcher used orthogonal rotation because the factors were considered independent. Communality for each variable remained undisturbed regardless of the rotation. But the Eigen values changed as a result of rotation.

The factors explained 63 percent variance of job satisfaction. Table 5 explained five factors (only loadings above 0.50 were considered) It is revealed that factor 1 has high loadings on seven items. They are (JS1) Feeling Safe in the Work environment, (JS2) Cordial relationship with Immediate Supervisor, (JS3) Cordial relationship with Co-workers, (JS4) The Work Itself is challenging, (JS5) Ample opportunities to use skills/ abilities, (JS6) Meaningfulness of the job is experienced, (JS7) Job security is present. This factor (the main factor, explaining 41 percent variance) can be called as work environment.

Factor 2 (explaining 8 per cent variance) has high loading on five items. (JS10) Organization is committed to a diverse and inclusive workforce, (JS11) Organization's financial stability is stable, (JS12) Overall corporate culture is satisfactory (JS18) Career development opportunities are provided (JS 19) Communication between employees and senior management are cordial. This factor is termed as stability.

Factor 3 (explaining 6 percent variance) has high loading on the following five items (JS9) variety of work is present (JS22) Paid training and reimbursement for workshop programs are encouraged (JS23)career advancement opportunities offered (JS24) organisation's commitment to a Green work place is promoted, (JS25) Networking is encouraged. This factor is termed as employment development.

Factor 4 (explaining 4 percent variance) has high loading on the following three variables. They are: (JS 17) job specific training is provided , (JS20) Organisation is committed to corporate social responsibility , (JS21) organisation is committed to professional development. This factor is termed as organization development.

Factor 5 (explaining 4 percent variance) has high loading on the following two variables only. They are (JS13) Contribution of work to organisation business goals, (JS16) Management recognizes employee job performance. This factor is termed as linkage with organization goals.

Some items probably need critical examination: there were three variables which did not find place in any factor. They are (JS 8) Autonomy and independence is present, (JS14) employee benefits are encouraging, (JS15) compensation/ pay are encouraging. It is therefore found that these variables did not represent satisfaction among respondents. To further measure the variables that render satisfaction confirmatory analysis was further conducted.

Confirmatory Factor Analysis

Factor analysis was conducted on 25 items of which 22 items on five factors were further subjected to confirmatory factor analysis using AMOS 20 (Analysis of Momentum Structures) to measure the relationship between items. For the verification of the research model two step approaches by Anderson and Gerbing (1998) were used. According to this approach, prior to testing the hypothesized structural model, first the research model needs to be tested to reach a sufficient goodness of fit indexes. After obtaining acceptable indexes it can be proceeded with structural model (Yüncü, 2010). The model was reduced in order to maintain reasonable degrees of freedom (Cecchini, Gonzalaz, and Montero, 2007). The validity of the measuring a series of fit coefficients , model was considered using called goodness of fir measures: Chi-square, Chi-square /df, RMSEA and the incremental indices (GFI, CFI, and AGFI).

The structural model, depicted in Figure 1, consists of two interrelated constructs, including work environment (WE) and career development (CD). The overall result of the model indicated a moderate fit (Chi-square = 21.383; Degrees of freedom = 19; Probability level = 0.316; RMSEA: 0.045;

GFI: 0.928; CFI: 0.917; AGFI: 0.863). With the goal of improving the fit the researcher proceeded to eliminate certain items belonging to a single factor like, Opportunity for Advancement (OA), and Pay and Rewards (PR). All items belonging to these factors were eliminated and the indices obtained were adequate. The overall result of the model indicated a moderate fit depicted in Table 7. These values indicate that measurement model has been acceptable

The result revealed that four variables (JS1) Feeling Safe in the Work environment, (JS2) Cordial relationship with Immediate Supervisor, (JS3) Cordial relationship with Co-workers, (JS4) The Work itself is challenging, in the factor WE and four variables (JS9) variety of work is present (JS22) Paid training and reimbursement for workshop programs are encouraged (JS23) career advancement opportunities offered, (JS25) Networking is encouraged in the factor CD were found to be the major factors influencing job satisfaction among respondents.

CONCLUSION

The study revealed that employees are not recognized by the institution where they are working. The relationship with management is found to be different with type of institution respondent's work. Four variables influencing job satisfaction of employees working in institutions of higher education were related to work environment and four variables related to career development were found to be the major variables influencing job satisfaction. Studies have shown quite consistently that excessive workload and ambiguous or conflicting role demands can lead to negative work experiences. Therefore work environment offered by the organisation to the employees influence job satisfaction. Also the part played by the employees in developing their skills and interest and uses them for the benefit of the organisation and self is also said to be an important factor in job satisfaction.

TABLES AND FIGURE

Table 1
ANOVA on personal commitment and type of institution as factor

Personal Commitment		Sum of Squares	df	Mean Square	F	Sig.
	Between Groups	33.219	3	11.073	16.302	0.000
	Within Groups	326.707	481	0.679		
P1	Total	359.926	484			
	Between Groups	12.51	3	4.17	5.259	0.001
	Within Groups	381.415	481	0.793		
P2	Total	393.926	484			
	Between Groups	18.875	3	6.292	5.081	0.002
	Within Groups	595.591	481	1.238		
P3	Total	614.466	484			
	Between Groups	1.45	3	0.483	0.542	0.654
	Within Groups	428.806	481	0.891		
P4	Total	430.256	484			
	Between Groups	8.731	3	2.91	2.803	0.039
	Within Groups	499.405	481	1.038		
P5	Total	508.136	484			

Source: Computed data

Table 2
ANOVA on Work Environment and type of institution as factor

Work Environment		Sum of Squares	df	Mean Square	F	Sig.
	Between Groups	6.21	3	2.07	1.666	
	Within Groups	597.823	481	1.243		0.174
W1	Total	604.033	484			
	Between Groups	210.366	3	70.122	52.22	
	Within Groups	645.89	481	1.343		0.000
W2	Total	856.256	484			
	Between Groups	226.078	3	75.359	94.349	
	Within Groups	384.19	481	0.799		0.000
W3	Total	610.268	484			
	Between Groups	149.745	3	49.915	47.847	
	Within Groups	501.789	481	1.043		0.000
W4	Total	651.534	484			
	Between Groups	112.995	3	37.665	33.088	
	Within Groups	547.542	481	1.138		0.000
W5	Total	660.536	484			

Source: Computed data

Table 3
ANOVA on Recognition and Satisfaction and type of institution as factor

Recognition & Satisfaction		Sum of Squares	df	Mean Square	F	Sig.
	Between Groups	21.542	3	7.181	6.761	0.000
	Within Groups	510.841	481	1.062		
R1	Total	532.384	484			
	Between Groups	25.004	3	8.335	12.298	0.000
	Within Groups	325.977	481	0.678		
R2	Total	350.981	484			
	Between Groups	69.865	3	23.288	26.484	0.000
	Within Groups	422.968	481	0.879		
R3	Total	492.833	484			
	Between Groups	166.752	3	55.584	79.085	0.000
	Within Groups	338.064	481	0.703		
R4	Total	504.816	484			
	Between Groups	107.567	3	35.856	51.975	0.000
	Within Groups	331.827	481	0.69		
R5	Total	439.394	484			

Source: Computed data

Table 4
ANOVA on relationship with management and type of institution as factor

Relationship with Management		Sum of Squares	df	Mean Square	F	Sig.
	Between Groups	42.662	3	14.221		
	Within Groups	410.039	481	0.852	16.682	0.000
RM1	Total	452.701	484			
	Between Groups	34.817	3	11.606		
	Within Groups	354.576	481	0.737	15.744	0.000
RM2	Total	389.394	484			
	Between Groups	91.397	3	30.466		
	Within Groups	345.181	481	0.718	42.453	0.000
RM3	Total	436.577	484			
	Between Groups	103.858	3	34.619		
	Within Groups	297.454	481	0.618	55.981	0.000
RM4	Total	401.311	484			
	Between Groups	63.367	3	21.122		
	Within Groups	463.582	481	0.964	21.916	0.000
RM5	Total	526.948	484			

Source: Computed data

Table 5
Factor loadings and Communalities based on Principal
Component Analysis with Component rotation (N = 485)

Code	Variables	1	2	3	4	5	Communalities
JS1	Feeling Safe in the Work environment	0.694					0.583
JS2	Cordial relationship with Immediate Supervisor	0.579					0.681
JS3	Cordial relationship with Co- Workers	0.721					0.574
JS4	The Work Itself is challenging	0.745					0.681
JS5	Ample opportunities to use skills/ abilities	0.630					0.553
JS6	Meaningfulness of the job is experienced	0.604					0.647
JS7	Job security is present	0.653					0.626
JS10	Organization is committed to a diverse and inclusive workforce		0.729				0.632
JS11	Organization's financial stability is stable		0.701				0.690
JS12	Overall corporate culture is satisfactory		0.664				0.622
JS18	Career development opportunities are provided		0.525				0.628
JS19	Communication between employees and senior management are cordial		0.715				0.741
JS9	Variety of work is present			0.539			0.635
JS22	Paid training and reimbursement for workshop programs are encouraged			0.591			0.599
JS23	Career advancement opportunities offered			0.729			0.742
JS24	Organization's commitment to a 'Green' workplace is promoted			0.677			0.675
JS25	Networking is encouraged			0.648			0.592

JS17	Job – specific training is provided					0.708	0.643
JS20	Organization is committed to corporate social responsibility					0.597	0.678
JS21	Organization is committed to professional development					0.679	0.617
JS13	Contribution of work to organization business goals					0.526	0.615
JS16	Management recognizes employee job performance					0.749	0.710
Eigen values		10.334	2.007	1.399	1.062	1.055	
% of Total Variance		41.337	8.028	5.595	4.248	4.222	0.63428

Note: Factor loadings < .5 are suppressed

Source: Computed data

Table 6
Factors and Percentage of Variance Explained

Factor	Named Factor	Percentage
Factor 1	Work Environment	41%
Factor 2	Stability	8%
Factor 3	Employee Development	6%
Factor 4	Organization Development	4%
Factor 5	Linkage With Management Goals	4%

Source: Computed data

Table 7
Result of goodness of fit test on Job satisfaction for SEM

Model	χ^2	df	χ^2/ df	p-value	GFI	AGFI	CFI	REMSA
Study Model	21.383	19	1.125	0.316	0.928	0.863	0.917	0.045
Recommended value			Below 3	>0.05	>0.9	>0.9	>0.9	<0.07

GFI- goodness of fit index, AGFI- Adjusted goodness of fit index,
CFI- comparative fit index, REMSA- Root mean square error of approximation

Source: Computed data
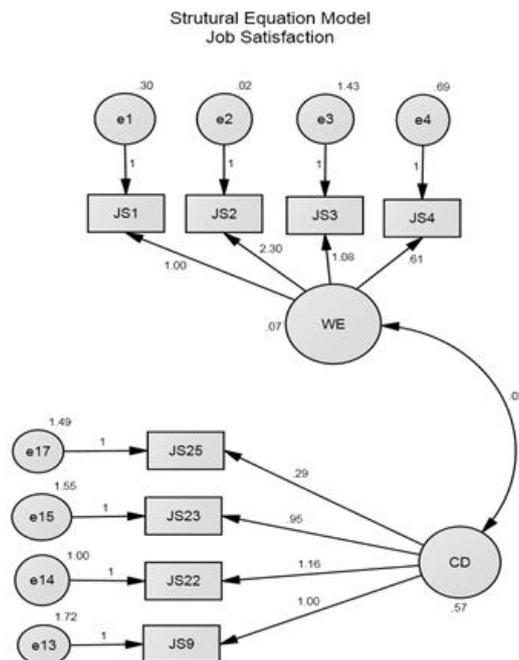
Figure-1 Structural Equation Model

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