



## A Co-Relational Study of Work Motivation, Job - Satisfaction and Job – Involvement of High School Teachers of Deoghar and Dumka Districts of Santhal Pargana; Jharkhand

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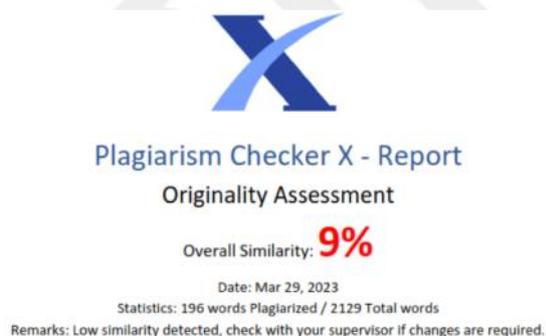


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### ABSTRACT

*The value of work has undisputably been recognized for the development of society as well as of individuals. History, literature and philosophical writings have immense example of this fact. Psychological literature too, depicts its concern with the scientific studies of work motivation/involvement etc. Increasing number of studies show work motivation as a complex phenomenon counting research in this area suggest that the organisational settings, employee's personality and his needs, interpersonal relations at the work place, the organisational climate, rewards, personal policies and motivation. The goal therefore is to find out the difference in work motivation of the individuals and to explore its relation with the job satisfaction and job-involvement. The main objective of the present study was to explore the comparison of work motivation, job satisfaction and job – involvement of the Public and Govt. school teacher.*

### KEY WORDS

*Motivation, Job - Satisfaction, School.*

### INTRODUCTION

The value of work has indisputably been recognized for the development of society as well as of individual. History, literature and Philosophical writings have immense example of this fact. In a civilized society the freedom to choose a job according to one's ability, personal interest and social set up or background is considered a natural right. What does 'work' mean to an individual? Is it that activity which

he/she engages for pay, remuneration or emoluments to make a living or to earn money, or the activity that occupies much of his working days (occupation), or the activity that utilizes his abilities or skills in some social or economic enterprise (employment), or the activity which he/she contracts to do (job)?

Work does not have the same meaning for all individuals. Meaning varies with job and people. Work defines one's identity, one's role in the society of which he is a part. Work provides opportunity for association with others for building acquaintance, friendship, professional bonding as well as a tool for self-control. Work allows for self-expression, provides the opportunity for creativity and for new experiences. Finally, it is said the work permits one to be of service to others.

This sense of dignity is not preserved at the cost of happiness. A being of higher faculty desires higher pleasures (lower pleasures are easily satisfied) than happy, that they get is imperfect. But learn to bear these imperfections. It is better to be a socrates dissatisfied than a fool satisfied (J.S.Mill:On Utilitarianism). We should never sink into lower grade of existence or lower happiness. Pride, liberty and personal independence most common appeal of STOICS. Stoics is a philosophy of life that maximizes positive emotions, reduces negative emotions and helps individuals to own their virtue of character. The stoics are especially known for teaching that 'virtue is the only good' for human beings, and that external things such as wealth, health and pleasure, are not good or bad in themselves but have value as 'material for virtue to act upon'. The excitement of power certainly has some contribution but sense of dignity should be possessed by all human beings.

In the field of Industrial and Vocational Psychology, "Job satisfaction" is an area of wide interest. As a result of famous Hawthorne studies (Educational management, Administration and Leadership) a deeper appreciation for the workers' psychological state as well as the motivational properties of social relationship on the job. Federick W. Taylor (scientific management theory) "A fair day's pay for a fair day's work." Taylorism, should be the thumb rule of each organization to impart fair job satisfaction

Probably, Karnhouser (1962) was the first who formally recognized job satisfaction as a separate area of research. In fact, there are many practical values of seeing information about job satisfaction. Vocational motivation is one of the areas where job satisfaction studies have been regarded as most important. Human motivation is a very complex phenomenon. Each and every person has certain needs, desire or wants, which he/ she strives to fulfill through his work. Person is motivated due to lack or deprivation of his needs. Job – satisfaction is an integral component of work climate while working in organization. People develop a set of attitudes about the work, supervision, co-working, working conditions and so on. This set of attitudes is deferred to as job satisfaction. For the success of any organization job satisfaction is of vital importance. As human resources are considered to be the most important asset of any organization. Here human resource is synonym for employees who are satisfied with their job because dissatisfied workers are the biggest liabilities. On the other hand, dissatisfied workers affect organizational effectiveness negatively. Secondly, this dissatisfaction can lead to an absence of enrichment fulfillment in their life. If we modify our perceptual style, we can sympathize with loss of organization, family member, social relationship and intra relationship i.e., the reason why every organization spend too much money, time and effort to fit square pegs into square holes.

Job-involvement indicates the extent of people's identification or ego involvement in the job. Job – involvement has been called by different names such as central life interest, work role involvement, ego involvement, ego involved performance, occupational involvement, work commitment etc. Greatest happiness principles should be that the actions are right if they promote happiness or pleasure, wrong if the actions are pain producing. Things in a job should be derived as inherently pleasurable or means to attain pleasure. How to choose a job? It should be based on the fact that one should employ higher human faculties. No rational human will choose higher quantity of animalistic pleasure where exceptions are only in state of extreme unhappiness, as a model of escapism. If the distinction between a priori and empirical ethics is sound, it is desirable to treat each part separately. The result of mixing job satisfaction and work motivation is bound to be intellectual confusion, but is also likely to lead moral degeneration. If actions are to be morally good they

must be done for the sake of duty, and only the a priori or pure part of ethics can show us what the nature of duty is. We always make the mistake of mixing duty with self-interest, and this is bound to have disastrous effects in practice. In our work scenario we must not be confused with the philosophy of willing as such, since it deals, with all willing, but with a particular kind of willing—namely, with willing that is morally good. Actions should be done only when they are morally right. (The Moral Law or Kant's Groundwork of the Metaphysics of Morals by H.J. Paton).

## Significance and Social Need of the Research

Today, as we look around, we see frustration and dissatisfaction among the school teacher. It is because needs that are not satisfied or the job condition. Organizational orientation, work group relations etc. are not favorable to them and as a result they are less motivated towards work.

What are the real causes behind dissatisfaction? Why some teachers are satisfied and not others? This study may reveal answers to these questions, which are of great significance. One of the major reasons for studying this topic is to know the significance of work motivation. Work motivation can be considered as an important significance of organizational effectiveness, which may be at least in part, influenced by job satisfaction. A person involved in work appears to be one, for whom work is a very important part of life and who is affected very much personally by his whole job situations; the work itself, his co-workers, the organizational orientation, material incentives etc. An employee motivated for work, expects his work to be intrinsically rewarding because he thinks work provides him the opportunity for self-expression. On the other hand, a person shows his dissatisfaction by leaving the job. Many researches in organizational behavior have been concerned on the relationship between attitudes, job satisfaction and organizational commitments. We know the fact that different attitudes will have some degree of correlation if they are related to same reference or to same situations. It can be concluded from our common sense that if a person is highly committed or involved to the organizations where he works, he will differently have a higher level of job satisfaction in comparison to other personnel who is not committed to his or her organization. This relationship has been of concern to psychologists for several decades. The present piece of work will be helpful to understand the comparison between the different variables under study i.e. work motivation, job satisfaction and job involvement of school teachers of Santhal Pargana.

The Bhagavat Gita with commentary of Sri Shankaracharya, translated from Alladi Mahadev Shastri (Sankhya Yoga, verse 55) "Satisfaction of Self": The lord said:

When a man, satisfied in the self alone by himself, completely casts off all the desires of the mind, he is said to be one of steady knowledge. When a man completely abandons all the various desires that enter the heart and is satisfied with the true innermost self (pratyagatman) in himself, without longing for external possession, averse to everything else because of his acquisition of the immortal nectar, i.e. his realization of supreme Truth, - then he is said to be a wise man (vidvan). The need for self-satisfaction is like, one's whose knowledge arising from the discrimination of the self and not the self has been steadied. If on abandoning all desires, nothing should be found to cause satisfaction while the cause of the embodied state still operates, it would be followed that state of mind will be that of a mad maniac.

## Summary of the Research

The value of work has indisputably been recognized for the development of society as well as of individuals. History, literature and philosophical writings have immense examples of this fact. Psychological literature too, depicts its concern with the scientific studies of work motivation / involvement etc.

Increasing number of studies show work motivation as a complex phenomenon. Counting research in this area suggests that the organizational setting, employee's personality and his needs, interpersonal relations at the work place, the organizational climate, rewards and personal policies of motivation. The goal therefore

is to find out the difference in work motivation of the individuals and to explore its relation with job satisfaction and job involvement.

The main objective of the present study was to explore the comparison of work motivation, job satisfaction and job involvement of the public and government school teachers.

## Objectives

The objectives of the present research are as follows:

1. To study the differences in work motivation of the teachers of public school and Government school of Santhal Pargana.
2. To compare the job satisfaction of the of the teachers of public and Government schools of Santhal Pargana.
3. To compare the organizational commitment of the Public and Government school teachers of Santhal Pargana.
4. To find out the relationship among all the variables under the study.

## Hypotheses

The following hypotheses were raised in conformity with the objectives of the present study:

1. There would be significant differences in work motivation of the Public and Government School teachers.
  - a) Government School teachers would have significant more dependence than the Public School teachers.
  - b) Public School teachers would be more oriented towards the organization as compared to the Government School teachers.
  - c) Public School teachers would have significantly better work group relations as compared to Government School teachers.
  - d) There would be significant differences in psychological work incentives of the Public and Government School teachers.
  - e) There would be significant differences in material incentives of Public and Government School teachers.
  - f) Public School teachers would experience significantly better job situation than the Government School teachers
2. There would be significant differences in job satisfaction of the Public and Government School teachers. Public School teachers are likely to have higher job satisfaction as compared to the Government School teachers.
3. There would be significant differences in job-involvement of the Public and Government School teachers. Public School teachers are likely to have higher job-involvement as compared to the Government School teachers.
4. There would be positive relationship between all the variables i.e., work motivation, job satisfaction and job-involvement under study.

## Variables

1. Work motivation  
Dependence, Organizational Orientation, Work group relations,  
Psychological work incentives, Material incentives, Job situations.
2. Job satisfaction
3. Organizational commitment

## Methodology

In the present research all the three independent variables are assigned variables, therefore, manipulation of independent variable is not possible. Because of this limitation ex – post facto research technique will be used.

## Sample

A match sample of 100 High school Teachers from Government schools and 100 High school Teachers from Public school of Deoghar& Dumka would be taken. The sample would be matched for age, gender, education SES etc. Adequate sampling technique will be used to collect the sample keeping in view the criteria of matching.

## Test

Following test shall be used to measure different aspects:

1. Personal data sheet (to collect information regarding age, gender, education SES etc.)
2. Job - involvement Questionnaire scale by Lodhal & Kejner (1965).
3. Job- satisfaction Questionnaire for Teachers (JSQ). (Kumar & Muthu 1978)
4. Work – motivation Questionnaire (Dr. K. G. Agarwal, 1988)

## Statistical Treatment

The statistical techniques used were mean, standard deviation, t-test and coefficient of correlation.

## Major Findings

1. Public school teachers were found to be more work motivated than Government school teachers:
  - a) Public school teachers were found to be more of dependent relation than Government school teachers.
  - b) Public school teachers were found to be more oriented towards the organization than Government school teachers.
  - c) Public school teachers were found to have better work group relations than Government school teachers.
  - d) Insignificant differences were observed regarding psychological work incentives between both the groups.
  - e) Material incentives were found more in public school teachers.
  - f) Insignificant differences were observed between both the group on job situation.
2. Public school teachers were found to have high job satisfaction than Government school teachers.
3. Public school teachers were found to have high job involvement than Government school teachers.
4. (a) Positive relationships were found between job -involvement and job -satisfaction.  
(b) Positive but low relationships were found between work motivation and job-involvement  
(c) Negligible relationship was found between work motivation and job-satisfaction for Government school teachers.

## CONCLUSION

The value of work has indisputably been recognized for the development of society as well as of individuals. History, literature and philosophical writings have immense examples of this facts. Psychological literature too, depicts its concern with the scientific studies of work motivation / involvement etc.

Increasing number of studies show work motivation as a complex phenomenon counting research in this area suggest that the organizational setting, employee's personality and his needs, interpersonal relations

at the work place, the organizational climate, rewards and personal policies of motivation. The goal therefore is to find out the difference in work motivation of the individuals and to explore its relation with job satisfaction and job involvement.

Considering the philosophical aspect we can recognise work motivation, job satisfaction and job involvement in the following way .In karma yoga philosophy there are two central concepts : sakam karma and nishkam karma. Sakam karma is to take action under self-centred motivations with the goal of being thanked or receiving goodness in return. Nishkam karma is the opposite of sakam karma and is considered to be selfless action without even the subtle internal hope for a “thank you” or goodness returned. Ultimately, Nishkam karma is considered non-attachment to the result of personal actions in life, but with selfless and loving motives. The karmic concept centres on whatever actions a yogi makes within the world for the sake of others and not for self-benefit. Try not to stress over every question, but simply answer based off your intuitions. After all you know yourself better than anyone else. The Bhagavat Gita verse 56, He whose heart is not distressed in calamities, from whom all longing for pleasures.

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