EMPLOYEE RETENTION AND JOB SATISFACTION OF PUBLIC SECTOR SCHOOL TEACHERS IN SRI LANKA

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Abstract—Job satisfaction is an agreed to favor condition of the workplace that affects both organizational and emotional feelings which employee attitude work friendly. The study objectives are identified the factors of job satisfaction, it's level and priority of variables in public sector school teachers in Sri Lanka and the demographic factors which are influenced on the variables of job satisfaction of public sector school teachers in Sri Lanka. Further, comparatively male teachers are very less figures as school teachers in Sri Lanka. The statistical tools were adapted to test the study such as average rank analysis, percentage analysis and ANOVA, the test was calculated at the 5% level of significance and all the analyses were carried out using SPSS - 17.0 version. The trends of, negative effectiveness of job satisfaction were displayed in public sector school teachers of Sri Lanka. The study found that respondents are dissatisfied with their services due to the main reason of compensation.

Keywords— Compensation, Co-workers, Environment and freedom, Working condition, Welfare facility.

INTRODUCTION

Job satisfaction of an employee life is an important phenomenon in any institute. It has been explained in many different ways and it describes how content an individual is with employees' job. One of the important factors conducive to job satisfaction, employee mentality behavior. It is determined by how well the consequence of the job meets the expectations of the employee. It is an agreed to favor condition of the office that affects both organizational and emotional feelings which employee attitude work friendly. The summary of these descriptions that the happier or bliss individuals are within their job, the more satisfied they are said to be. General view that satisfied employees are more performing. However, positive attitude or emotional state resulting from appraisal of one's job. Job satisfaction is an attribute which is shown about environment of organizations. One must realize the employees' job duties, responsibilities, authorities, organizational guidelines and policies. Satisfaction can be defined as "the payment of a debt or fulfilment of an obligation or claim" (The Concise Oxford Dictionary, 1999). And also two definitions of job satisfaction can be seen as "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values (Locke, 1976)" another definition, "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector, 1997). It is the volume of pleasure an employee derives from the job. Such volume of pleasure is developed as satisfaction. It is performed efficiently by employees. View of researchers, job satisfaction can be derived several benefits such as, with a fresh mind, managing strain, good industrial relation among co-workers and creative thinking.

There are many factors that can influence an employees' volume of job satisfaction. Some of these factors comprise with job satisfaction such as salary, allowances and benefits, fairness of the organizational polices and promotion system, working conditions, internal or external environment of the job, Job design and performance evaluation methods, job enlargement and job enrichment, management style and role conflict and dignity, social and culture, empowerment and autonomous work groups, skill variety, task identity task significance feedback, role ambiguity, work-family conflict, person variables, negative affectivity, locus of control, gender, age, genetics, life satisfaction, etc.

View of researchers, job satisfaction can be derived several benefits such as, with a fresh mind, managing strain, good industrial relation among co-workers and creative thinking.Sometheories, Hawthorne experiment, theories hierarchy of needs, motivator – hygiene theory, job characteristics model, dispositional approach are given workplace psychology and the Idea about job satisfaction (Debra and James, 2003).

BACKGROUND OF THE STUDY

Overall education system of Sri Lanka is playing a major part in human life and culture of the country. The schools are contributing as the major component of education system because the government constitution provides for education as a fundamental human right of the Sri Lankan nation.

In 2013, some figures of public sector school in Sri Lanka are available at, 9905 schools around the country, with 4,004,086 students. These students and schools contain teachers 223333, male teachers 62,789 (28%), female teachers 160,544 (72%), graduate teachers 86,751 (38.8%), trained teachers 128,152 (57.4%). Student teacher ratio is 18. And 23% of Sri Lankan's students are living below the

poverty line. The Sri Lankan government spends 2.8% of GDP for the entire education system of the country and amounting to Rs. 14 billion (Ministry of Education, 2014)

Statement of the Problem

Teaching is the one of professions in the world, where always involves teachers' personal life. There are some factors that always contribute directly and indirectly to the teachers' life to consider regarding the job satisfaction and teacher turnover, Teachers wish to balance his job because of two important influences such as monetary benefits and pride in the job. Further, other factors job related facilities, working environment, career development, and to maintain the reputation of life. Further, comparatively male employees are very less figures in public sector school teachers in Sri Lanka

The Association of Educational Professionals (AEP) says that the teachers need to be granted a salary increase. Head of the Association, WasanthaDharmasiri has said that a government minister had made a comment that teachers would also ask for a salary hike. According to Dharmasiri, teachers get only around Rs: 15,000-20,000 as a monthly salary. He has added that the government needs to pay attention to the needs of the public sector school teachers as well since the government has ignored the public sector school teachers who have been agitating for a salary increment (Colombo Page News Desk, Sri Lanka 2012).

Research Questions

The research questions have been derived in the following areas of public sector School teachers in Sri Lanka.

1. Is there job satisfaction of public sector school teachers in Sri Lanka?
2. What extent salary is contributed to the job satisfaction of the public sector school teachers in Sri Lanka?
3. What are the demographic factors which are influence on job satisfaction of public sector school teachers in Sri Lanka?

Objectives of the Study

Present study has undertaken with the following objectives.

1. To identify the factors which are influence on job satisfaction in public sector school teachers of Sri Lanka.
2. To find out the level of job satisfaction of public sector school teachers in Sri Lanka.
3. To identify the key and priority of factors which are influence job satisfaction of public sector school teachers in Sri Lanka
4. To ascertain the demographic factors which are influenced on the variables of job satisfaction of public sector school teachers in Sri Lanka.

Research Hypotheses

H_1: The compensation of public sector school teachers in Sri Lanka, has not become as first priority on various dimensions of demographic factors on job satisfaction

H_2: There are insignificant differences in the level of job satisfaction of the public sector school teachers in Sri Lanka.

H_3: There is no significant value of compensation on job satisfaction of the public sector school teachers in all the provinces of Sri Lanka.

REVIEW OF LITERATURE

Some previous studied were selected for the review of literature to find the variables and background of the workplace psychology and volume of job satisfaction of public sector school teachers in Sri Lanka of the present study.

Tilak Raj, Lalita(2013). The researchers investigated the present level of job satisfaction among the school teachers. The sample size was 100 of school teachers, 50 from public sector and 50 private sector. The study variables such as flexibility -working condition, security of a job, high wage and enjoy independence. The study concluded that there is no significant difference of satisfaction of female and male school teachers and no significant difference in the level of satisfaction of public sector and private sector school teachers.

The study has done MichalinosZembylas and Elena Papanastasiou (2004) to examine job satisfaction and motivation among teachers in Cyprus. The findings showed that, unlike other countries in which this questionnaire was used, Cypriot teachers chose this career because of the salary, the hours, welfare facility and the holidays associated with this profession. The study found that job satisfaction of teachers depends on better salaries and working conditions.

Louise Strydom et al (2012) investigated job satisfaction of school teachers in South Africa. The variables of the study; gender (male and female) , race(black and white) and years of service(0 – 10 years more than 10 years). The results found that the teachers were an average level of job satisfaction. In addition to this finding, differences were also found in the levels of job satisfaction between different races, but not between genders.

Karen S. Myers Giacometti (2005), Satisfaction and retention of new teachers are the focus of this study. The factors of the study were displayed as compensation, pre service preparation, external forces, school culture, in service training, motivation

to teach, emotional factors. Sample size is 306 of school teachers. The study found that job satisfaction was led to teacher retention in their job.

Variables of the Study

Main Variables

Compensation
Co-workers,
Environment and freedom,
Working condition
Welfare facility

Demographic Factors

Gender
Age
Marital status

Research Methodology

Sources of Data

Primary data and secondary data were obtained from the various sources. Primary data from the respondents through a well devised questionnaire. Secondary Data has been collected from published and unpublished references; research journals, unpublished thesis, websites and reports.

Sample Size

There are nine provinces in Sri Lanka. It was decided to select 900 public sector school teachers, 100 teachers from each province. From each stratum simple random sampling method is used to recognize the sample. Out of 900 questionnaires circulated, 530 questionnaires were returned by the teachers (Male 153 and female 377). The breakup of the sample provinces is given below in table 1.

Table -1; Distribution of Sample Respondents

Province	Selected	Response
Western	100	97
Central	100	77
Southern	100	85
North-Western	100	85
Sabaragamuwa	100	26
Uva	100	21
North-Central	100	95
Eastern	100	20
Northern	100	24
Total	**900**	**530**

Analysis

The statistical tools were adapted to test the study such as average rank analysis, percentage analysis and ANOVA, the test was calculated at the 5% level of significance and all the analyses were carried out using SPSS - 17.0 version. The present study was conducted covering a period of one year from January 2014.

Average Rank Analysis

As a tool, the Average Rank Analysis was mainly employed to find the priority of the factors. The responses of the respondents were ascertained from 530 of public sector school teachers in Sri Lanka. The Average Rank was calculated and the Final Rank was affixed by using the criterion, **- Lesser the Average Rank, more the Priority.** It is presented below.

Table – 2; Average Rank – Demographic Factors on Job satisfaction

Demographic Factors / Analysis Variables			Compensation	Working condition	Co-workers,	Security of job	Environment freedom
Gender	Male	AR	2.3	3.71	5.05	3.84	2.29
		FR	2	3	5	4	1
	Female	AR	2.01	3.76	4.37	4.35	2.65
		FR	1	3	5	4	2
Marital status	Married	AR	2.22	3.69	4.98	3.88	2.38
		FR	1	3	5	4	2
	Unmarried	AR	2.33	3.87	4.41	4.33	2.31
		FR	2	3	5	4	1
Age	Young (below 30 years)	AR	1.8	4.11	6	3.25	2.1
		FR	1	4	5	3	2
	Middle (31- 40 years)	AR	2.27	3.58	4.68	3.96	2.41
		FR	1	3	5	4	2
	Mature (41 - 50 Years)	AR	2.05	3.82	4.37	4.25	2.65
		FR	1	3	5	4	2
	Old (50 years above)	AR	2.27	4.58	6.05	4.28	2.19
		FR	2	4	5	3	1

Source: Primary Data
AR- Average Rank, FR- Final Rank

It is understood from the above Table that the majority of respondents has given top priority for Compensation on job satisfaction. Because it is clearly displayed final rank (FR) 1 per five times (1X5) and two per three times (2X3).
Environment freedom on job satisfaction got FR 1 X 3 and 2 X 5 became as second priority. Working condition on job satisfaction has obtained FR 3 X 6 and 4 X 2 and obtained third priority. As a variable security of job to job satisfaction got 3X 2 and 4X 6 of final rank. It can be seen as fourth place. Co-workers received last priority for the job the satisfaction.

Percentage Analysis

The percentage analysis is employed in the study to assess the distribution of respondents under different categories. As it is expressed in percentages and their comparison possibility regarding job satisfaction.

The table 3 explains the responses from public sector school teachers on job satisfaction were obtained scores from questionnaires including 87 questions. The table 3 shows the number of respondents and percentage on job satisfaction under the three categories according to their responses.

Table – 3; the Level of Job satisfaction

Degree of Job satisfaction	Frequency	Percentage
Dissatisfaction	181	34.16%
Indifferent	254	47.92%
Satisfaction	095	17.92%
Total	530	100

Source: Primary Data

According to the table 4 the highest frequency is 254 (47.92%) under the indifferent category. Dissatisfaction frequency is category 181 (34.16%). And the job satisfaction, frequency is 95 (17.92%). After comparing the detail in the above table, the level of indifference on job satisfaction can be seen.

Table 4 is clarified about indifferent category which is explained by table 3 the level of job satisfaction.

Table – 4; Analysis of Indifferent Category

Score range	Category	Frequency	Percentage
203 - 241	Lower	121	22.84%
242 - 280	Mediocre	85	16.03%
218 - 318	Higher	48	09.05%
		254	47.92%

Source: Primary Data

The highest frequency is 121(22.84) which is in table 4 is recorded under the lower category of score range 203 – 241. It shows that, although highest frequency is indicated in table 4 in the independent category, it is closer to the dissatisfaction category. The finding reveals that 34.16% of the respondents showed dissatisfaction of the job.

Analysis of variance (ANOVA)

Technique of analysis of variance is an extension of t-test used to test the homogeneity of several means. The analysis of variance was employed to test the equality of the level of job satisfaction of the respondents between different provinces. This technique was carried out for compensation on job satisfaction.

The results of ANOVA in terms of source of variation, degree of freedom, the sum of the squares, mean sum of squares, F ratio, p value and their significance of the respondents of public sector school teachers in different provinces; Western, Central, Southern, North-Western, North – Central, Sabaragamuwa, Uva, Eastern and Northenare given in Table - 5.

Table – 5; Results of ANOVA- Compensation related Job Satisfaction Provincial wise

Provinces	Sample Group	Sum of the Squares	df	Mean Square	F Ratio	Sig.
Western	Between Group With in Group Total	455.05 11573.09 12028.153	8 521 529	56.88 22.21	2.56	0.009
Central	Between Group With in Group Total	428.41 10617.25 11045.66	8 521 529	53.55 20.38	2.63	0.007
Southern	Between Group With in Group Total	209.87 5793.12 6002.99	8 521 529	26.23 11.12	2.36	0.000
North-Western	Between Group With in Group Total	1065.44 19652.12 20717.56	8 521 529	133.18 37.72	2.90	0.030
Sabaragamuwa	Between Group With in Group Total	572.24 30150.27 30722.51	8 521 529	71.53 57.87	0.81	0.39
Uva	Between Group With in Group Total	1063.68 17355.44 18419.125	8 521 529	132.96 33.31	3.99	0.00
North-Central	Between Group With in Group Total	725.56 20754.87 21480.43	8 521 529	90.67 39.83	2.27	0.02
Eastern	Between Group With in Group Total	1480.96 23308.93 24780.89	8 521 529	185.12 44.74	4.138	0.00
Northern	Between Group With in Group Total	693.84 21730.91 22424.75	8 521 529	86.73 41.71	2.87	0.015

Source: Primary Data

S-Significant p-value ≤0.05, NS-Not Significant (p-value >0.05)

From the table no 5 it is explained that provincial wise differences of compensation on job satisfaction in public sector school teachers of Sri Lanka. Western Province F value, as calculated at the above table 2.56 (P = 0.009), significant at the 5% level. The mean wise comparison displays that the Western

Provincial compensation (mean square = 56.88 and mean value 2.004) was a significant effect with less job satisfaction. It is inferred that there is a significant effect for the level job dissatisfaction among the respondents in the Western Provinces. It is found that compensation was effected to the dissatisfaction of teachers in Western Province of Sri Lanka. The table indicates that compensation of all provinces was effected on job dissatisfaction in public sector school teachers of Sri Lanka. Therefore, it is concluded that the public sector school teachers in Sri Lanka are dissatisfied with their compensation system

Testing Research Hypotheses

H_1: The compensation of public sector school teachers in Sri Lanka, has not become as first priority on various dimensions of demographic factors on job satisfaction

According to the table 2 the hypothesis **(H_1)**, "the compensation of public sector school teachers in Sri Lanka, has not become as first priority on various dimensions of demographic factors in job satisfaction" is accepted, after comparing the factor of compensation with demographic factors: gender, marital status, and age. Because some of demographic factors on compensation have become as second priorities, namely male, unmarried and old (50 years above). The comparing provinces have significant value of compensation on job satisfaction in public sector school teachers of Sri Lanka.

H_2: There are insignificant differences in the level of job satisfaction of the public sector school teachers in Sri Lanka.

According to the Table 3 and 4, the hypothesis **(H_2)**, "there are insignificant difference in the level of job satisfaction of the public sector school teachers in Sri Lanka" is rejected because the different kind of level of job satisfaction is displayed such as dissatisfaction, indifferent and satisfaction.

H_3: There is no significant value of compensation on job satisfaction of the public sector school teachers in all the provinces of Sri Lanka.

The table 5 has explained that, the F value, P value at significant at the 5% level. According to the table the hypothesis **(H_3)**, "There is no significant value of compensation on job satisfaction of the public sector school teachers in all the provinces of Sri Lanka" is rejected because all the provinces have significant value of compensation on job satisfaction in public sector school teachers of Sri Lanka.

Finding of the study

1. The Job satisfaction of teachers in Sri Lanka supports the five main factors, namely, Compensation, Co-workers, Environment and freedom, Working condition and Welfare facility
2. The Job satisfaction of teachers in Sri Lanka leans upon the three Demographic Factors; Gender, Age and Marital status
3. The study has shown that all the factors are significant in all the provinces in Sri Lanka.
4. The study revealed that the majority of respondents of public sector school teachers has given top priority for the variable of Compensation on job satisfaction
5. The study found that the majority of public sector school teachers in Sri Lanka was displayed second priority for the variable of Environment freedom on job satisfaction.
6. The priority of other variables on job satisfaction of public sector school teachers in Sri Lanka; Working condition, security of job and co-workers have taken priority places third, fourth and fifth respectively.
7. The study found that three levels of degrees on job satisfaction of public sector school teachers in Sri Lanka. Category of Indifferent level is obtained high value of a degree, job dissatisfaction and job satisfaction are obtained second and third level of degrees respectively. But the majority of respondents of indifferent degree has reached towards to the dissatisfaction degree of public sector school teachers of Sri Lanka.
8. The study found that compensation is a main factor for the job dissatisfaction of public sector school teachers in Sri Lanka.
9. Public sector school teachers in all the provinces of Sri Lanka have a dissatisfaction scenario for their duty.
10. Majority of females is working as teachers in public sector schools in Sri Lanka.

CONCLUSION

The study has evaluated six variables; Compensation, Co-workers, Environment and freedom, Working condition and Welfare facility. The results revealed that the all the factors are important on job satisfaction. As well as demographic factors; gender, age and marital status are leaning to accelerate the degree of satisfaction.The study found that three levels of degrees on job satisfaction; dissatisfaction, Indifferent and satisfaction. Indifferent level was obtained high value of a degree, job dissatisfaction and job satisfaction are obtained second and third level of degrees. But the majority of respondents of indifferent degree has reached towards to the dissatisfaction degree of public sector school teachers of Sri Lanka. The trends of public sector school teachers, negative effects of job satisfaction were displayed in public sector school teachers of Sri Lanka. The study found that respondents are

dissatisfied with their services due to main reason compensation.

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