

IMPACT OF AGE & EDUCATION ON THE MOTIVATION LEVEL& SATISFACTION LEVEL AMONG EMPLOYEES IN THE EDUCATION SECTOR OF DURGAPUR

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ABSTRACT

In today's environment organizations thrive and survive on human resources. Values, attitude, perception and behavior of employees influence their performance. Therefore, it has become important to realize organizational and individual goals, which in turn depend on self-motivation and self-satisfaction. Satisfaction expresses the level of agreement between the expectation of a worker from his job and the reward that the job provides. The different demographic traits such as age, education, position, years in service and hours worked per week have significant impact on job satisfaction. The study aims to measure the level of satisfaction among employees and the impact of different parameters on the job satisfaction of employees. The different parameters used are general working conditions, pay and promotion potential, superior-subordinate relationships and skills and abilities.

Keywords: human resources, level of satisfaction, level of motivation, parameters

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INTRODUCTION

The management of people at work is an integral part of the management process. To understand the critical importance of people in the organization is to recognize that the human element and the organization are

synonymous. A well-managed organization usually sees an average worker as the root source of quality and productivity gains. Such organizations do not look to capital investment, but to employees, as the fundamental source of improvement. In order to make employees satisfied and committed to their jobs in academic and research libraries, there is need for strong and effective motivation at the various levels, departments, and sections of the library.

Job satisfaction is a part of life satisfaction. There should not be any doubt that a happy worker is a productive worker. Employees' high morale and satisfaction increase productivity, as seen in Hawthorne studies conducted in an electrical plant in Chicago. The nature of work environment has a role in job satisfaction. However, a comprehensive approach is must to understand job satisfaction which includes factors like employees' age, health, education, social status, level of aspiration, recreational outlets,, activities in the organization, etc. These factors have a significant impact on employees' job satisfaction. Each of these factors has its own role in one's need and expectation from the job.

Luthans (2005) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Perception plays an important role in job satisfaction because job satisfaction is the result of the perception of the employee towards its job and now the job has been able to fulfill all his needs and expectations that are important for him.

Chandan (1997) views job satisfaction as the extent of positive feeling or attitude that individuals have towards their job. When a person says that he has high job satisfaction, it means that he really like his job, feels good about it, and values his job highly. Highly satisfied workers have better physical and mental well-being.

According to Ashwathapa (2008) , job satisfaction is the amount of overall positive effect or feeling that individuals have towards their jobs. Employees have the tendency to view their work with unfavorable and favorable feelings. It is the amount of pleasure or contentment associated with job. If you like your job intensely you will experience high job satisfaction; if you dislike your job intensely, you will experience job dissatisfaction.

REVIEW OF LITERATURE SURVEY

The study by Shilpajainusms (2010) reveals:

The various factors of organizational structure and culture have positive and negative impact on job satisfaction, job stress and employee motivation, through the extensive review of the existing literature.

The structure, leadership, managerial practices and decision processes mediated by organizational climate and good supervisory style positively impact the employee motivation.

Centralization, lack of participation in decision-making, little opportunity for advancement, great amount of formalization and high degree of specialization affect employee motivation negatively.

The study by Sowmya and panchanatham (2010) in education sector reveals that job satisfaction is influenced by a variety of factors such as quality of relationship with their supervisors, quality of physical environment where job is undertaken, and degree of fulfillment of expectations through the job.

Kristin et al. (2004) find that there is a decrease in overall job satisfaction after the age of 45. Perceptions of management fairness and problem resolution also decreased with age. The study concludes that relationship between job satisfactions on employees' expectation.

Koteswara rao et al. (2009) concludes that organizational culture differs in terms of the mean scores of its dimensions between manufacturing and IT sector. The employees' job satisfaction differs significantly between manufacturing and IT sector. The level of job satisfaction among IT sector employees is higher compared to that of the manufacturing sector.

Nidhijs (2011) reveals that employee satisfaction helps the company to maintain standards and increase productivity by motivating the employees. The study concludes that satisfied employees are more creative and innovative and bring positive changes in the organization in the long run.

Solomon and Muhammad (2010) have shown that the teachers in the initial ages are less satisfied than the teachers in the age group of 45 years and above, and unmarried teachers are more satisfied as compared to married teachers.

OBJECTIVES OF THE STUDY

- a. To know the relationship between age and level of motivation;
- b. To know the relationship between educational qualification and the level of motivation;
- c. To know the degree of variance between different parameters of job satisfaction.

METHODOLOGY

The study was conducted in different colleges, Durgapur, covering 50 teachers of the colleges. For the purpose of the study, primary data were collected through a structured questionnaire and personal investigation. Information was collected from both junior teachers and their immediate superiors in the organization. Secondary data were also collected from published sources such as journals, government reports, newspapers and magazines, etc., and unpublished sources such as company internal reports prepared by analysts and trainees for investigation. Formal structured questionnaires were served to the respondents selected randomly for collecting data. Analysis of data was done by using graphs and tested using chi-square test, Z-test and ANOVA using MS-Excel.

HYPOTHESIS

H01: There is no significant difference between different age groups and motivation level of employees.

H02: There is no significant difference between employees with different educational qualification with respect to level of motivation.

H03: There exists no significant difference between the different parameters of job satisfaction.

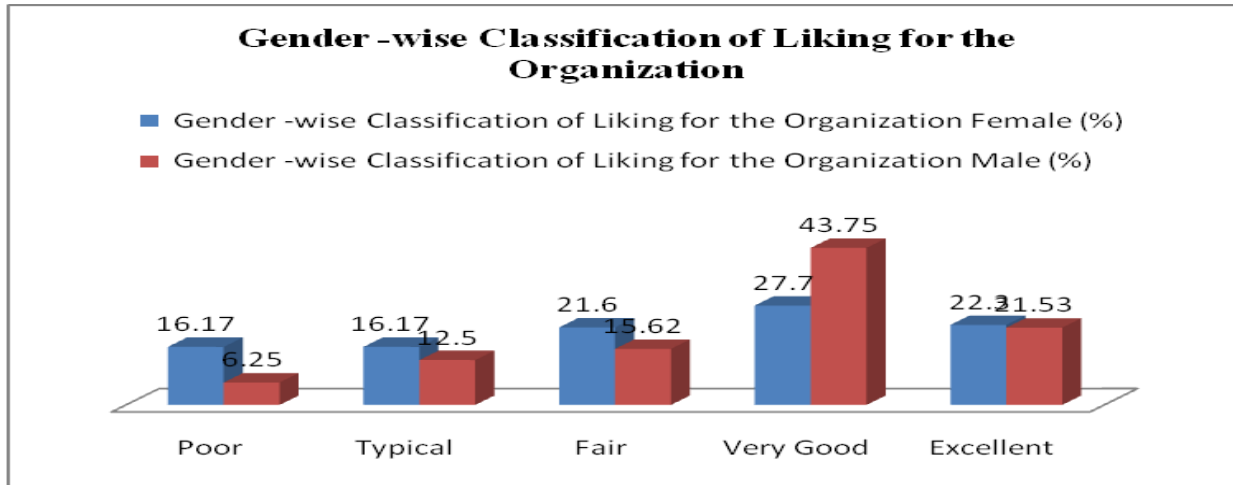
RESULT ANALYSIS & DISCUSSION

The data were collected through the questionnaire from a sample of 50 employees comprising males and females with different educational background. Data so collected revealed that they are happy with the overall environment prevailing in the organization, irrespective of their gender and educational qualification.

Table 1: Gender -wise Classification of Liking for the Organization				
Rating	Female (%)	Cumulative (%)	Male (%)	Cumulative (%)
Poor	16.17	16.7	6.25	6.25
Typical	16.17	33.4	12.5	78.47
Fair	21.6	55	15.62	34.37
Very Good	27.7	77.7	43.75	78.47
Excellent	22.3	100	21.53	100

Source: Primary Data

Figure 1



Further, it showed that a majority of employees (females and males) find their organization as a very good place to work (Females-27.7% and Males-43.75%). 21.53% and 22.3% of males and females, respectively, find their organization as an excellent place to work, while 15.62% and 21.6% of males and females respectively, find their organization as a fair place to work (Table 1). However, the percentage of employees who find their organization as a poor or typical place to work is much less in comparison to that of employees who find their organization as an excellent or good to work. This, in turn, signifies that the employees are happy and quite satisfied with their workplace (see also figure 1)

Table 2: Relationship Between Motivation and Age

Response	Age (in years)				
	18-25	26-35	36-45	Above 45	Total
No	7	7	4	1	19
Yes	11	8	8	4	31
Total	18	15	12	5	50

Source: Primary Data

From Table 2, it has been observed that 61% (11 out of 18 employees) of employees in the group of 18-25 years feel motivated to take extra work from their superiors, while the remaining do not get motivated. Similarly, 80% (4 out of 5 employees) of employees whose age is more than 45 years feel motivated to take extra work from their superiors, while only 20% employees do not feel motivated. Further, an equal number of employees, i.e., 8, in the age group of 26-35 years (67%) are motivated to take extra work from their superiors. Overall 31 out of 50 employees (62%) get motivated and the remaining do not get motivated to take extra work, as this in turn, helps to boost morale, leading to increase in the productivity of the organization.

For analyzing the data we have used Chi-Square as a Non-parametric test as a statistical tool.

For calculating the value of chi-square formulae is as follows:-

$$\chi^2 = \sum \frac{(O_{ij} - E_{ij})^2}{E_{ij}}$$

Where,

O_{ij} = observed frequency of the cell in i^{th} row & j^{th} column.

E_{ij} = expected frequency of the cell in i^{th} row & j^{th} column.

$E_{ij} = \frac{(\text{Row total for the row of that cell}) * (\text{Column total for the column of that cell})}{(\text{Grand total})}$

Chi- square test is conducted to test whether there is any relation between the age of employees and motivation level to take extra work. The calculated value of Chi-square is 1.28 is more than the critical value (1.15) at 99% confidence level, which implies that the hypothesis, i.e., H_0 : There is no significant difference between different age group and motivation level of employees, is rejected. Hence, it can be said that age influences the level of motivation among the employees.

Table 3: Relationship Between Motivation and Qualification			
Qualification	Response		
	No	Yes	Total
Matriculation	1	3	4
Higher Secondary	6	13	19
Undergraduate	6	11	16
Postgraduate	6	4	10
Grand Total	19	31	50

Source: Primary Data

From Table 3, it can be seen that employees who have only matriculated are most enthused about work and taking extra work. Employees having only higher secondary education follow them. Further, it is seen that the most qualified employees of the organization are most unwilling to take extra work, in comparison to the less educated ones.

Calculated value of Chi-square is 2.77 and that of critical value is 1.15 at 99% confidence level, which implies that the calculated value is more than the tabulated value, and hence the hypothesis, i.e., H_0 : There is no significant difference between employees with different educational qualification with respect to level of motivation varies with educational qualification of the employees.

Table 4: Result of ANOVA Test of Different Parameters Affecting Job Satisfaction					
Source of Variation	SS	df	MS	F	F (Critical)
Between Groups	3596.98	4	899.24	152.26	2.41
Within Groups	1446.98	245	5.91	-	-
Total	5043.97	249	-	-	-

Table 4 shows that there is no significant difference between the different parameters of job satisfaction, as the calculated F-value is less than the critical value, which implies that the null hypothesis is accepted, and hence it can be said that between the groups and within the groups, the level of satisfaction with respect to

the general working conditions, pay and promotion potential, superior-subordinate relationships, skills and abilities are equally predominant in measuring job satisfaction.

CONCLUSIONS

The employees of different educational institutions in Durgapur find their workplace to work in, which in turn, signifies that the employees are happy & quite satisfied with their workplace. Most of the employees are satisfied and like their job, which is a good indicator for the organizations. Most of the employees (62%) get motivated to take extra work from their superiors. Qualification does not have any direct relation with employee's motivation to take extra work, as it is seen that employees who have only matriculated are the most enthused about work and they do not mind taking extra work, followed by the employees having only higher secondary education.

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