

Relevance of Regression To Distinguish Variables Boosting Satisfaction Level of ReTs

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Key Words :

1. Timely Orientation and Training
2. Congenial Environment
3. ReTs

Abstract

The present paper throws attention on identifying the important variables influencing the job satisfaction level of the ReT teachers and predicting the importance of these variables. The study is based mainly on the primary data collected from ReT teachers with the help of a well drafted pre tested structured questionnaire. The results indicated that Timely Orientation and Training programme and Adequate Autonomy played significant positive role in enhancing job satisfaction level of ReTs while Biased Government Policy played a significant negative role in variation in satisfaction level.

INTRODUCTION

Rehbar-e-Taleem scheme was initiated with an intention to lower down the rate of unemployment in the state for which only very little conditions and eligibility were framed that a candidate should be 12th pass, above 18 years of age and should be from the village or identified area of the village for which the post of Rehbar-e-Taleem would have been notified. Initially the response from the unemployed youth showed much interest in the job despite of the condition that the candidate has to work for 5 years on a pay roll of Rs 1500 for first two years and Rs 2,000 for next 3 years as monthly salary. However later on the recruitment were made on the basis of higher qualification which created discrepancies between the teachers possessing lower qualification and higher qualification which in turn created frustration among the employees that affected their satisfaction level. So, keeping all this in view, the present study focused on following objectives:

To analyze the relative importance of the variables influencing the satisfaction level of employees recruited under Rehbar-e-Taleem scheme.

To suggest a model for improving satisfaction level of employees recruited under Rehbar-e-Taleem scheme.

REVIEW OF LITERATURE

A brief review of the factors affecting job satisfaction of employees is summarized in the following paragraph

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Lahiri & Srivastava (1967) cited that responsibility, domestic life, accomplishment, job security and utilization of abilities on the job were the top five factors contributing to the job satisfaction of supervisors. Sawlapurkar et al (1968) said that job contents, opportunity for advancement, salary promotion and responsibility and interpersonal relations were top five factors, Padaki & Dolke (1970) said recognition, achievement, salary, promotion and responsibility were the top five factors which led job satisfaction for managers and supervisors.. Pestonjee & Basu (1972) said that liking for work, autonomy, responsibility domestic life and work condition were the top factors that led to the satisfaction from job. Pestonjee & Basu (1972) found that domestic life, liking for work, friendliness with supervisors, best use of abilities and relationship with the co- workers were the top five factors. Singhal & Upadya (1972) said that opportunity for promotion, job security, working condition, work group and opportunity for growth led job satisfaction. Kumar, Singh & Verma (1981) found that use of abilities, responsibility, home life, recognition and working conditions were the top five factors that led to job satisfaction level of employees. Pareek & Keshato (1981) found that nature of work, adequate earning, responsibility & independence, respect & recognition and achievement were the top five factors contributing to the job satisfaction of managers and supervisors. Lal & Bhardwaj (1981) found that relation with co-workers, responsibility, relation with supervisor, supervisors help in work and work itself were the top five factor for job satisfaction. Sinha & Singh (1961) cited that knowledge utilization, recognition, challenge, peaceful life



and freedom are top five factors for job satisfaction. Joshi & Sharma (1977) found that job contents, training, participative management, communication and advancement are the top five factors for satisfaction of job. Bose (1951) found that earning, job security, free medical aid, good and sympathetic supervisor and leave with more pay re the five factors which leads to satisfaction of job of workers. Ganguli (1954) cited that earning, job security, opportunity for advancement, opportunity to learn the job and sympathetic supervisor were the top five factors which lead to satisfaction from job of workers. Sinha (1958) found that boss, suitable type of work, good personal relations with colleagues, work according to health, work according to ability were the top five factors which led satisfaction from job. Singh & Wherry (1963) cited that job security, adequate earnings, adequate personal benefits, opportunity for advancement and comfortable working conditions were the top five factors for workers. Lahiri & Chowdhuri (1966) found that adequate earnings, responsibility, job security, opportunity for advancement and interest in job were the top factors for workers in job satisfaction. Kapoor (1967) cited that adequate earnings, housing, job security, opportunity for advancement and work group were top five factors for satisfaction for factory workers. Vaid (1968) found that adequate earnings, job security, housing, opportunity for advancement and work group were the top five factors for gang labor (road construction) workers. Mukherjee (1968) found that for textile workers adequate earning, opportunity for advancement, job security, opportunity for increased income and suitable type of work were the top five factors.

METHODOLOGY

The study was carried out in the Udampur district of J&K as per our convenience in data collection and is based mainly on the primary data collected from ReTs with the help of a well drafted pre tested structured questionnaire. The questionnaire was divided into 3 sections. The first section extracted the background information of the ReT teachers. The second section contained 25 statements assessing the satisfaction level of ReT teachers. To reduce these 25 statements into meaningful factors, Factor analytical approach has been applied on the responses of 120 ReTs. This approach resulted in seven factors named Biased Government Policy, Inadequate Income and Fringe Benefits, Congenial Environment / Proper working conditions, Provision of inadequate leave and vacation, Timely Orientation and Training programme, Adequate Autonomy and Reasonable Work Load. Multiple regression was applied to analyze the importance of seven factors on satisfaction level of ReTs. These factors were treated as

endogenous variables and satisfaction level was used as exogenous variable. The model developed was

$$Y_i = f(X_1, X_2, \dots, X_7)$$

$$\text{i.e. } Y(S) = b_1X_1 + b_2X_2 + b_3X_3 + \dots + b_7X_7 + e$$

RESULTS AND DISCUSSION

As shown in Table 1, in predicting goodness of fit in Regression Model, the multiple correlation coefficient (R), coefficient of determination (R²) and F-ratio were examined. Firstly, the R of seven factors on Respondents overall satisfaction was 0.500, meaning that there was a moderate correlation between independent and dependent variables. Secondly, the R² was 0.412 suggesting that 41% of the Variation of the overall satisfaction was explained by seven factors. Lastly, an F-ratio of 4.822 (significant at 10% level of significance) indicating the fitness of the model.

In order to explain the relative importance of the seven factors in contributing to the variance in overall satisfaction of the ReTs standardized coefficients, or betas, were examined. In order of importance, the main factors affecting overall satisfaction were Timely Orientation and Training programme (beta = .452) followed by Biased Government Policy (beta = -.265), Adequate autonomy (beta = .209), Inadequate Income and Fringe Benefits (beta = .132), Provision of inadequate leave and vacation (beta = -.124), Reasonable Work Load (beta = .106) and Congenial Environment / Proper working conditions (beta = -.075). Therefore it could be interpreted that a one unit increase in satisfaction with the Timely Orientation and Training programme would lead to 0.452 units (or 45.2%) increase in the overall satisfaction level, other variables being held constant which indicates that ReT teachers require timely orientation and training programmes that can improve their teaching ability and skills which in turn will enhance their satisfaction level. Due to the prejudiced strategy of the state government towards ReT teachers, the ReTs were down in the dumps. The factor Biased Government Policy included the attributes named Government say one thing and do another, Government play favorites, Inadequate support from the government and Government provides limited growth opportunities. Thus it can be inferred that a decline in the biasedness of government will ultimately result in the enhancement of satisfaction level. As regards the dimensions of Adequate Autonomy (i.e. There is adequate planning of lesson preparation, There is adequate communication between the ReTs of different schools, Individual initiative is encouraged in my school, Nothing at my school keeps me from doing my best everyday, I have confidence in the

teaching skills, Freedom to teach is my top priority and I believe my job is secure) is concerned, it can be inferred that ReTs enjoy the ample sovereignty available to them which in turn adds to their satisfaction level. And further

increase to adequate autonomy will enhance the satisfaction level of ReTs.

Table 1: Regression Results

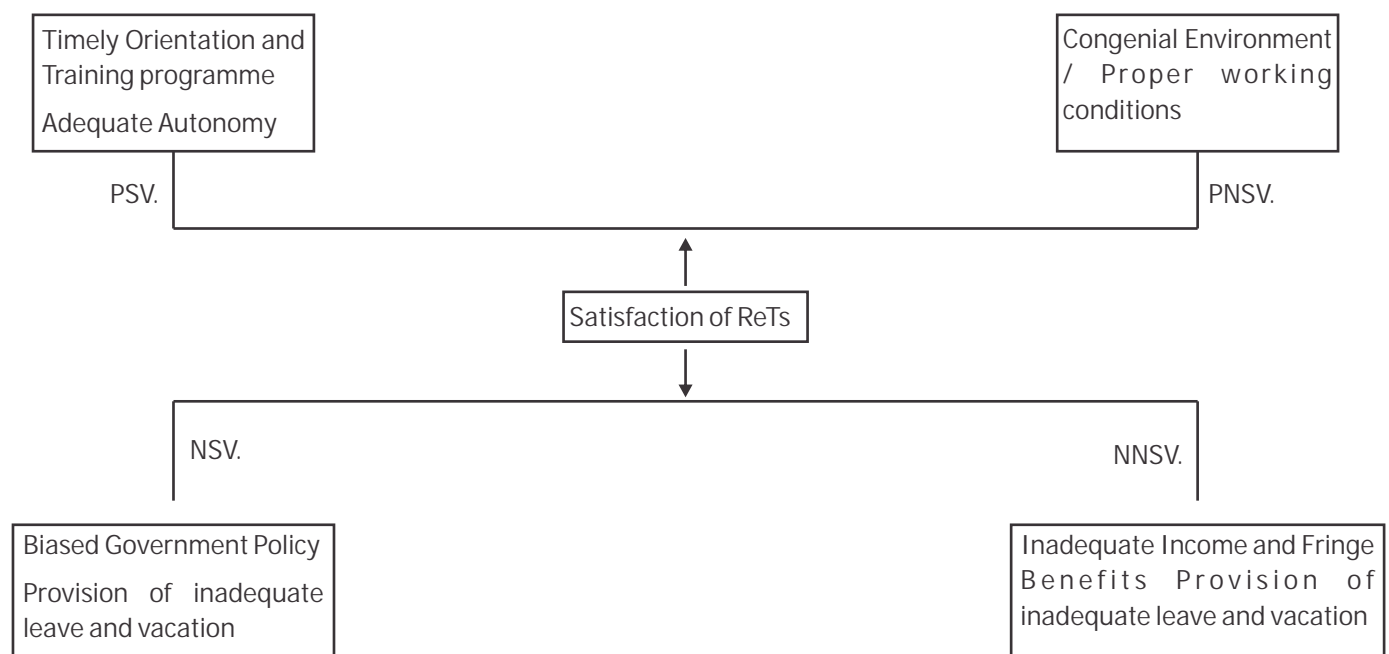
Variables	Coefficients	t
(Constant)		1.730***
Biased Government Policy	-0.265	-2.391*
Inadequate Income and Fringe Benefits	-0.075	-0.912
Congenial Environment / Proper working conditions	0.132	1.238
Provision of inadequate leave and vacation	-0.124	-1.521
Timely Orientation and Training programme	0.452	5.453*
Adequate Autonomy	0.209	3.094*
Reasonable Work Load	0.106	1.407
R	0.500	
F Ratio	4.822***	
R Square	0.412	
Adjusted R Square	0.35	

Note: * $p < 0.05$; ** $p < 0.01$, *** $p < 0.10$

CONCLUSION AND RECOMMENDATIONS

The study analyzed the relative importance of the variables influencing the satisfaction level of employees recruited under Rehbar-e-Taleem scheme. The results indicated that Timely Orientation and Training programme and Adequate

Autonomy played significant positive role in enhancing job satisfaction level of ReTs while Biased Government Policy played a significant negative role in variation in satisfaction level. Keeping this in view, the following model can be recommended.



where, PSV is positive significant variable

PNSV is positive non significant variable

NSV is negative significant variable

NNSV is negative non significant variable

Fig 1: Model depicting Factors that influence Satisfaction level of ReTs

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