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Job satisfaction level of the Preraks of the Kerala State literacy mission authority

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Abstract---Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job. The researcher has tried to analyse the causes of job dissatisfaction among the Preraks of the KSLMA and to seek solutions based on scientific methods. This study intends to provide a clear picture about the job satisfaction level of the Preraks of the KSLMA. The simple random sampling technique is used in this study. 100 representatives were selected from the vast network of Preraks through lottery method. Out of the Preraks, 100 Preraks have been selected for sample. The Preraks of 5 districts out of 14 districts were brought under study using questionnaire which include Kottayam, Pathanamthitta, Kollam, Alappuzha and Ernakulam. It helped to attain the objectives practical and achievable and also helped to clearly identify the target population. The organization must try to understand the needs of the employees and to fulfill these needs so as to make the full utilization of the efficiency of its people.

Keywords---Job Satisfaction, Preraks, Kerala State Literacy Mission Authority.

Introduction

Job Satisfaction describes how content an individual is with his/her job. The happier people are within their job, the more satisfied they are said to be. Satisfaction is not the same as motivation or aptitude, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement, job enrichment and job re-engineering. Other influences on satisfaction include the management style and culture,

employee involvement, empowerment and autonomous work position. Job satisfaction is a very important attribute which is frequently measured by organizations. The most Common way of measurement is the use of rating scales where employees report their reactions to their jobs. Questions relate to rate of pay, work responsibilities, variety of tasks, promotional opportunities, the work itself and co-workers. Some questionnaires ask yes or no questions while others ask to rate satisfaction on 1-5 scale (where 1 represents “not at all satisfied” and 5 represents “extremely satisfied”).

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job. Weiss has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which affect (emotion), beliefs and behaviours. This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviors. The factors that influence job satisfaction include Environmental Factors, Superior-Subordinate Communication and Emotions.

Job Satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviours such as organizational citizenship, absenteeism, and turnover, further, job satisfaction can partially mediate the relationship of personality variables and deviant work behaviors. Personality factors that influence job satisfaction include aptitude, intelligence, core self-evaluations etc.

Job satisfaction was found to be positively associated with overall perceptions of organizational justice such that greater perceived injustice results in lower levels of job satisfaction and greater perceptions of justice result in higher levels of job satisfaction. Additionally, organizational commitment is related to perceptions of procedural justice such that greater perceived injustice results in diminished commitment while greater perceived justice results in increases commitment to the organization.

Measuring Job Satisfaction

There are many methods for measuring job satisfaction. By far, the most common method for collecting data regarding job satisfaction is the Likert scale (named after RensisLikert). Other less common methods for gauging job satisfaction include: Yes/No questions, True/ False questions, point systems, checklists, and forced choice answers. This data sometimes collected using an Enterprise Feedback Management (EFM) system.

The Job Descriptive Index (JDI), created by smith, Kendall, &Hulin (1969), is a specific questionnaire of job satisfaction that has been widely used. It measures one's satisfaction in five facets: pay, promotions and promotion opportunities, coworkers, supervision, and the work itself. The scale is simple, participants answer either yes, no, or can't decide (indicated by '?') in response to whether given statements accurately describe one's job.

The Job General Index is an overall measurement of job satisfaction. It is an Improvement to the Job Descriptive Index because the JDI focuses too much on individual facets and not enough on work satisfaction in general.

Kerala State Literacy Mission Authority (KSLMA)

The main responsibility of the KSLMA is to implement the continuing education programme in the entire state of Kerala. Kerala attained total literacy on 18th April 1991. Post literacy programmes commenced in Kerala in 1992. The continuing education programme started on 2nd October 1998. The continuing education scheme is postulated on the principles of:

- Treating basic literacy, post literacy and continuing education as one sustained, coherent learning process.
- Establishing a responsive and alternative structure for the lifelong learning.
- Responding to the needs of all sections of society.
- Learning not to be seen as a function of alphabets, but as all modes of human capacity building.
- Addressing the socio economic situations of the community to provide infrastructure for larger development initiatives.

The continuing education scheme is, therefore, multi-faceted and enjoys supreme flexibility to allow grass roots community participation and managerial initiative.

Beneficiaries

The beneficiaries of the KSLMA are:

- Illiterates
- Neo-Literates
- Drop outs from schools
- Everybody who is interested in lifelong learning

As far as Kerala State Literacy Mission is concerned job dissatisfaction has severe consequences. It makes Preraks dull in doing their duties. They protest against the heavy duties imposed by the KSLMA authorities. It causes contempt and hate among Preraks. Co-operation cannot be expected from them for the implementation of programmes. Some may exhibit alienation from the programmes of the mission while some exhibit rejection towards the orders of the top management. In all cases, the interests of the institution will be suffered.

Educational Centres of the KSLMA

The Establishment of Continuing Education Centres (CECs), Nodal Continuing Education (NCECs) and Model Nodal Continuing Education Centres is the principal mode of implementing continuing education programmes. The centers follow an area specific community based approach. The scheme envisages one CEC for each village serve a population of about 1500-2000 people. About 10 centres form a cluster with one acting as the nodal CEC and there are two MNCECS in the district level under district panchayath. There are 4000 education centres are functioning under the three tier panchayath raj institutions. Out of

which 3500 are CECs and 500 are NCECs. There are three CECs for each gramapanchayath, five for each municipality, and ten for each corporation. There are two NCEs for each block panchayath and municipality and three for each corporation. Two Model Nodal Continuing Education Centres are functioning under the supervision and leadership of district panchayath in all 14 districts.

Programmes of the KSLMA

- Literacy Programme: Literacy programme intends to provide basic reading, writing and arithmetic skills to its learners.
- Equivalency Programme: The KSLMA is presently focusing its attention on the Equivalency. As the name indicates the objective of the programme is to provide an alternate education programme that is equivalent to the existing formal system of education. This programme is aimed at the neo-literates who aspire to continue their education, which would enable them to stand on a par with others who have successfully completed their course of study in the formal system of education.
- Income Generating Programmes (IGPs): Literacy and Poverty are closely related. Efforts to eradicate illiteracy should be linked with poverty alleviation Programmes to make it effective. Income Generating Activities, being part and parcel of the poverty alleviation programme, is one of the thrust areas of the CE Programme. Moreover, in order to retain the learners in the literacy as well as equivalency classes, avenues for self-employment training as well as income generating activities are to be provided. With this end in view the KSLMA is engaged in providing vocational training. They are organized by the KSLMA on its own and also in association with other agencies such as SRC, JSS, and Community Polytechnics etc.

The major components of IGP implemented by the KSLMA are:

- Vocational Training Programme.
- Vocational training along with equivalency classes (one of the subjects of equivalency is vocational training).
- Skill development Programmes.
- Marketing facilities for the products.
- Exhibition-cum-Sale of the products of Self Help Groups.

Quality of Life Improvement Programme (QLIP)

The QLIP is designed to enhance the wellbeing of the community. This aims to equip learners and the community with essential knowledge, attitudes, values, and skills to enable them to improve quality of life as individuals as well as community.

The KSLMA has been making earnest efforts to implement quality of life improvement programmes as they help to raise living standards and to improve quality of life through education. The role of the KSLMA is to facilitate positive social change through literacy. However, it may not be possible to address all aspects of quality of life through educational programmes alone. The KSLMA is mainly concerned with creating awareness among the people on how to better their quality of life.

Individual Interest Promotion Programme (IIPP)

The continuing Education Programme aims at providing opportunities for individuals to participate in and learn about their chosen social, cultural, spiritual, health, physical and artistic interests. In contrast to Quality of life Improvement Programme which aims to establish a common base-line of effective living for all citizens, the objective of IIPPs is to provide learning experience to promote and improve individual interest of all adults, especially people such as youth, women and other the elderly people in rural areas. The focus of IIPPs is on personal development by providing opportunities for promotion of specialized individual interests that may lead to improvement in the quality of human resources of the society.

The activities of the KSLMA include a wide variety of learning programmes which encourage people to constructively utilize their leisure time and also simultaneously facilitate self-activation and life improvement. The KSLMA identify individual interest which may be catered through these programmes. They are leisure time interests such as sports or hobbies, cultural interests such as art, painting, drawing, traditional music, dance, drama and so on.

Preraks

Preraks are responsible for functioning continuing education centers. Preraks are entrusted with the day-to-day affairs of education centers. The minimum educational qualification required for a person to become a Prerak is SSLC in the case of Continuing Education Centres and graduation in the case of Model Nodal Continuing Education Centres. The local body concerned is responsible to select the Preraks as per a selection procedure prepared by the KSLMA. They are responsible for the day-to-day activities of the centers. There may be an Assistant Prerak to assist the Prerak. The educational qualification of assistant Prerak is the same as that of Preraks.

Job Satisfaction of Preraks

Preraks are responsible for the functioning of continuing Education Centres. The minimum educational qualification required for a prerak is S.S.L.C. in the case of continuing education Centres and graduation in the case of Nodal Continuing Education Centres. There are so many preraks who are post graduates. There are at present 2000 continuing education centres in Kerala in which 2000 persons are working as preraks and assistant preraks. The job satisfaction of preraks has at most importance as they are the back bone of continuing education centres and they are entrusted with the duty of planning, organizing and conducting literacy and equivalency classes.

Statement of the Problem

Research is an effort to seek answers to questions confronting the researcher. It seeks answers to questions, which have not yet been answered. Research helps in the development of generalisations, principles or theories, which open either new vistas of understanding in the relevant field of knowledge or helps in verifying the

existing knowledge. The research questions can be of quantitative or qualitative nature and both require collecting the relevant data, their analysis and interpretation so as to arrive at some conclusion which provides a solution to a problem. Research is a felt need of a researcher. Therefore, the researcher has tried to analyse the causes of job dissatisfaction among the Preraks of the KSLMA and to seek solutions based on scientific methods. This study intends to provide a clear picture about the job satisfaction level of the Preraks of the KSLMA.

Need for the Study

Kerala State Literacy Mission Authority is a vast network of CEC Preraks, NCEC Preraks, MNCEC Preraks and employees in the district level and state level etc. The programmes are implemented with the participation and support of the three tier system of Panchayath Raj Institutions. There is the need of co-ordinated effort from the part of Preraks, employees, local bodies, Key resource persons, people's representatives and management.

Therefore, job satisfaction of Preraks plays a decisive role in the successful implementation of programmes of the KSLMA as they are responsible for implementation of the programmes in the grass root level.

Objectives of the study

- To study the job satisfaction level of Preraks towards KSLMA.
- To study the job satisfaction level of Preraks towards the job itself.
- To study the causes of job dissatisfaction.
- To find solutions to job dissatisfaction problems

Research Design

Descriptive survey research is designed to obtain pertinent and precise information concerning the existing status of phenomena in natural situation. In this study the researcher conducts an exploratory survey of the present status of job satisfaction level and its various components with particular perspectives and given context of events. Research design includes identification of research problem, formulation of research questions and hypothesis, selection of appropriate sampling techniques, development of tools and techniques of data collection.

Sources of Data

The researcher collected data from both primary and secondary sources. The primary data were collected from Preraks using questionnaire survey and the secondary data were collected from books, journals, official records, general reports and documents from research settings.

Sampling Method and Procedures

The simple random sampling technique is used in this study. 100 representatives were selected from the vast network of Preraks through lottery method.

Sample Size

Out of the Preraks, 100 Preraks have been selected for sample. The Preraks of 5 districts out of 14 districts were brought under study using questionnaire which include Kottayam, Pathanamthitta, Kollam, Alappuzha and Ernakulam. It helped to attain the objectives practical and achievable and also helped to clearly identify the target population.

Data Collection Method

The method used for data collection is questionnaire survey.

Tools for Data Analysis

The researcher used questionnaire for data collection because it is convenient to obtain information from Preraks. The researcher explained the purpose of study to the sample group and obtained relevant information from the sample.

Scope of the Study

The satisfaction is a psychological feeling of a person. It is a personal feeling of individual towards his job. It is difficult to evaluate the satisfaction level of an individual as it is intangible in nature and varies from person to person.

Job satisfaction is of great concern to management since there is a relationship between job satisfaction and job performance. Job dissatisfaction produce low morale among workers and low morale at work is highly undesirable. Therefore, it is the duty of an organisation to keep their employees satisfied. Workers get satisfaction in their job only when they get proper salary, motivation and justice from the part of the management.

Hence the scope of the study by the researcher includes information on job satisfaction level of the Preraks of KSLMA and various variables affecting job satisfaction level of Preraks as it will affect the implementation of the policies and programmes of the KSLMA.

Limitations of the Study

There was lack of co-operation from some Preraks. Some Preraks may not give very accurate information at the time of gathering information. Some Preraks were reluctant to reveal their attitude. Some Preraks were busy. There for the reliability of the information is doubtful.

Findings

The study reveals that 40% of Preraks come under the age group 32-39 and 45% come under the age group 40-47. 85% of the Preraks come in the age category between 32-47. Most of the Preraks are female. Most of the Preraks are having a monthly income below Rs.5000. 72% of the Preraks are more than 10 years experienced. Among Preraks 63% of Preraks are CEC Preraks.

While evaluating respondents' opinion about work efficiency factors, the researcher found that the motivation and salary are ineffective, training and development and guidance are effective as both ranks in the first position and promotion facilities are also ineffective. 23% of the Preraks have good opinion. 65% have moderate opinion 11% have poor opinion and 1% have very poor opinion about the present job. Most of the Preraks are come under the average satisfaction category. About 65% of Preraks are having good opinion about employee-employer relationship. It means most of the individuals are come under above average. While evaluating Preraks opinion about welfare measures, first rank goes to recreation and remaining ranks to entertainment, education, medical facilities, canteen, accommodation, loan facilities and transport. While the factors relating to the promotion techniques are ranked by the researcher, the first rank goes to traveling allowance and remaining ranks to salary and bonus.

The investigation reveals that about 65% Preraks have positive opinion about the satisfactory level in induction, training and development programmes and remaining 35% Preraks have negative opinion. Majority of the Preraks are satisfied with the medical facilities provided by the management. The study reveals that 56% of Preraks have moderate opinion about the managerial control on Preraks. The data reveals that the control imposed by the management is adequate. About 78% of Preraks have good opinion about the working environment prevailing in the institution. 55% of Preraks solve their problems with the help of their colleagues.

The study reveals that the recreational facilities provided in the institution are average. 43% respondents want to increase the number of staff. Majority of Preraks believe that their talents are utilized in a lesser extent in the present job. 50% Preraks are dissatisfied in the career growth opportunities provided by the institution. 40% are satisfied. 10% are moderate. A great majority of Preraks are dissatisfied in the reward system, incentives, compensation package and welfare scheme etc. Most of the Preraks are satisfied with the job context prevailing in the institution. Most of the Preraks feel that they are insecure in their job.

Suggestions

It is essential to take necessary steps to provide job security to Preraks and to motivate them to work efficiently by giving enough promotion facilities and bonus. Necessary steps may be taken to increase their income level providing increased salary and other allied benefits. Steps may be taken to utilize the experience of the Preraks fully. Try to increase facilities like canteen, accommodation, loan facilities and transport etc. Steps may be taken to improve the recreational facilities. Steps may be taken to utilize the talents of the Preraks fully. Steps may be taken to improve the career growth opportunities. There is great need to improve the reward system, incentives, and compensation package and welfare scheme. Participation of Preraks may be ensured in the decision making process. Adopt proper performance appraisal of Preraks.

Conclusion

The principal resource of an organization is its people. Managing its people is the most important aspect of managing an organization. Human resource is the most important of all resources because manpower is that resource through which management wants to direct and control other resources like material, machine, money and others. Thus it becomes a must to keep human power happy and content. No organization can go ahead with dissatisfied employees. So the organization must try to understand the needs of the employees and to fulfill these needs so as to make the full utilization of the efficiency of its people.

The study conducted by the researcher is very helpful to the management to understand the existing situation, focus the area of changes needed and to get a clear understanding about the expectations of Preraks so as to identify their needs to be fulfilled for ensuring better efficiency in the implementation of programmes of the Kerala State Literacy Mission Authority. 100% job satisfaction is a case of impossible of performance. But this study will help the authorities to adopt essential changes where required.

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