Chapter 6

SUMMARY AND AREAS OF FUTURE RESEARCH

Managing human resources effectively has become vital to organizations of the twenty first century. Increased levels of competitions, complexity of technical and financial constrains, regulatory pressures and many such factors have alerted the organisations to the fact that all resources must be fully utilized better than before. There is a growing awareness that the satisfaction of human needs and values is essential to an organisation's ability to rise above the average in the quality of their products and services. Recognizing the importance of job satisfaction, the present study attempted to study the degree and sources of job satisfaction amongst the occupational group that has largely been neglected in the field of job satisfaction research, particularly in India, i.e. Physical Education professionals. This chapter presents the summary of the study and the areas of future research in job satisfaction.

6.1 SUMMARY

The present study is aimed to explore the extent of job satisfaction among Physical Education professionals of alumni of Departments of Physical Education in Universities of Haryana and to find out whether there is any difference between the intrinsic and extrinsic factors in explaining the satisfaction among the Physical Education professionals. Herzberg's two-factor theory is the earliest situational theory of job satisfaction that assumes a causal relationship between intrinsic satisfaction and job satisfaction only and states that extrinsic factors do not result in job satisfaction. The study also aims to unravel the significance of predisposition of Physical Education professionals their locus of control and self-choice of profession in explaining the variations in their job satisfaction. Further, the study aims to find out in what way age, gender, occupational status, length of service, and other demographic factors correlate with job satisfaction amongst Physical Education professionals. The study also attempts to locate significant difference in overall job satisfaction, intrinsic satisfaction, extrinsic satisfaction, intrinsic factors' importance, and extrinsic factors'
importance amongst groups of professionals on the basis of demographic and personal factors.

Accordingly, the objectives and hypotheses of the study are as follows:

**Objectives**

1. To explore the different occupational patterns adopted by Physical Education professionals.

2. To examine the role of a) academic performance in Physical Education courses and b) distinct achievements in sports as factors influencing the selection of a particular profession.

3. To find out the differences between intrinsic and extrinsic factors (as explained by Herzberg's two-factor theory) that affect the job satisfaction level amongst Physical Education professionals

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<td>• Personal accomplishments</td>
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<td>• Recognition</td>
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4. To investigate the specific aspects of job attributes that correlate to satisfaction/dissatisfaction amongst Physical Education professionals.
5. To examine the impact of predisposition as a stimulus to the Physical Education professionals job satisfaction.

6. To ascertain the importance of locus of control in explaining the variations in job satisfactions amongst Physical Education Professionals.

7. To investigate the effect of self-choice of Physical Education as a career/professional option as a factor of job satisfaction among Physical Education professionals.

8. To evaluate how personal and demographic variables such as age, gender, education, tenure of service, position in the professional hierarchy occupational level correlate to job satisfaction amongst Physical Education professionals.

9. To analyze the main factors / reasons responsible for Physical Education pass outs to join this profession.

10. To observe the relative and cumulative impact of all these variables collectively on job satisfaction amongst Physical Education professionals.

Thus, the study attempts to uncover the sources of job satisfaction amongst the Physical Education professions and examines their effect on the occupational attitude of the Physical Education professionals. Its objective is to explore the deeper insights into the work and personal correlates of the job satisfaction among the Physical Education professionals.

Hypotheses

$H_1$ The Herzberg's Motivation- Hygiene Theory of job satisfaction is relevant in explaining job satisfaction of the working Physical Education professionals.

$H_2$ All Physical Education professionals have adopted similar occupational patterns.

$H_3$ There is no association between academic performance/ distinct achievements in sports and selection of a particular profession

$H_4$ Intrinsic work factors cause job satisfaction among working Physical Education professionals.
H₅  Extrinsic work factors do not cause job satisfaction among working Physical Education professionals.

H₆  Predisposition and Locus of control affects working Physical Education professional's job satisfaction.

H₇  Self-choice of job influences the job satisfaction among working Physical Education professionals.

Collection of Data

To test the hypotheses, the overall job satisfaction has been measured by applying the Brayfield and Rothe's Index of job satisfaction (1951) and the intrinsic and extrinsic satisfaction have been measured by adapting an enlarged version of the Porter's need satisfaction questionnaire (1961). As recommended by many researchers, the study followed an approach of segregating the measures of overall job satisfaction and intrinsic and extrinsic satisfaction. Porter's need satisfaction questionnaire also helped in measuring the importance of intrinsic and extrinsic factors. The core self-evaluation inventory proposed by Aamodt and Raynes (2001) has been applied for measuring the disposition of the respondents. The inventory intends to measure the disposition or the personality of Physical Education professionals as they view themselves, others, and the whole world. Particularly it measures the propensity to be satisfied on the job. Locus of control, which is a personality characteristic manifested in individuals to attribute causes of their behaviour to either external or internal sources, has been measured by the Locus of Control inventory developed by Nowicki and Strickland (1981). Similarly, the self-choice of profession has been assumed to have a significant impact on the job satisfaction amongst the professionals. It was measured by asking a single item question on a five-point scale and tested empirically in the present study. The study also collected data on the reasons to join the profession and demographic characteristics of the respondents.

A Pilot study of 54 Physical Education professionals was conducted to test the questionnaire at preliminary stage. Results of the pilot study indicated significant relationship between the key variables of the study. Finally, the data have been collected from a stratified sample of 500 alumni of Physical Education departments in
the Universities of Haryana (namely – Maharishi Dayanand University, Rohtak; Chaudhary Charan Singh University Haryana Agricultural University, Hisar; Kurukshetra University, Kurukshetra; Chaudhary Devi Lal University, Sirsa) administering the finalized questionnaires to them. It is, therefore, perceived that study conducted with 125 alumni of each department of all universities mentioned above may be sufficiently representative of the whole universe.

The analysis and results consist of six sections. The first section explains the demographic profile of the respondents including their personal and educational profile and the occupational pattern adopted. The second section presents the univariate description statistics for the key variables such as overall job satisfaction, intrinsic satisfaction, extrinsic satisfaction, intrinsic factors importance, extrinsic factors importance, predisposition, locus of control and self choice of profession. In the third section Bivariate Correlation analysis is done to see whether two variables are related or associated with each other. In the fourth section, the stepwise technique of the multiple regression has been used in the analysis to study the importance of intrinsic satisfaction, extrinsic satisfaction, predisposition, , locus of control, and self-choice of profession as independent variables in explaining variation in overall job satisfaction. In the fifth section a comparison of means is done. The groups of Physical Education Professionals are compared with one another in terms of the dependent variables i.e. overall job satisfaction, to examine significant differences in job satisfaction among the groups. This section presents the results of the t-test. The results for the one way ANOVA are reported in the last section.

The data collected for the study was coded and analysed using the SPSS package for Windows. The univariate, bivariate and multivariate techniques of data analysis, for both the descriptive and inferential purposes, have been applied as per the recommendations of various authors in the field of data analysis. The hypotheses have been tested at 95% level of confidence, though the results are reported at 99% confidence level too. Data showed that the average respondent of the study appeared to be a male, around 35 years of age, post graduate in Physical Education working in teaching/non teaching departments or adopted totally different profession in the private sector with less than 4 subordinates, earning between Rs. 15000 – Rs. 30000.
The typical respondent is married with working spouses, has one or two dependents, is from non sports family background.

Univariate analysis of the data shows that Physical Education professionals are moderately satisfied on their work with a mean overall job satisfaction score of 3.75 on a five-point scale, ranging from 1 to 5. They are slightly dissatisfied on intrinsic factors as shown by their mean intrinsic satisfaction score of 1.48 on a 13-point scale ranging from -6 to +6. The mean satisfaction score on extrinsic factors is 1.68 which shows dissatisfaction on extrinsic factors. Means of intrinsic and extrinsic satisfaction also indicate that the professionals are less dissatisfied on intrinsic factors and more dissatisfied on extrinsic factors. The analysis also showed that professionals give more importance to intrinsic factors (Mean = 6.11) than extrinsic factors (5.76), though the importance assigned to both the factors is high on a seven-point scale ranging from 1 to 7. Further, among intrinsic factors they are most dissatisfied on personal growth and development, recognition and participation, while in extrinsic factors they are most dissatisfied on pay, working conditions and additional income. Analysis of importance scores of individual job factors showed that responsibility, help to others, self-esteem, personal growth and development are most important for Physical Education professionals among the intrinsic factors, while job security, working conditions and prestige and status outside the organisation are of most importance for them among the extrinsic factors. Lastly, the analysis suggests that most professionals have joined the profession for Service to the nation / state , self-development or job security reasons.

Bivariate correlation analysis of the data indicates several important correlates of overall job satisfaction. Predisposition, which shows that whether the personality of a professional is positive, optimistic and disposed toward satisfaction in life in general and work in specific, is most strongly correlated with overall job satisfaction with a Pearson's correlation coefficient of .432, followed by intrinsic satisfaction (r = -.356), extrinsic satisfaction (r = -.329), self-choice of profession (r = .215), locus of control (r = -.210), and intrinsic factors' importance (r = .75). Overall job satisfaction amongst professionals is significantly correlated with many demographic factors such as age (r = .263), level of education (r = .244), income (r = .242), Area of work (r = -.159),
duration of work \((r = .226)\), number of subordinates \((r = .232)\), marital status \((r = .197)\), spouse work status \((r = .180)\), family occupation \((r = 1.99)\), assets \((r = .214)\). Intrinsic factors satisfaction is significantly correlated with extrinsic factors' importance \((r = .239)\), predisposition \((r = -.194)\), intrinsic factors' importance \((r = .140)\), and locus of control \((r = -.098)\). Significant correlates of extrinsic satisfaction includes extrinsic factors' importance \((r = .396)\), predisposition \((r = -.208)\), intrinsic factors' importance \((r = .200)\). When correlated with reasons to join this profession, overall job satisfaction has been found significantly correlated with Service to the nation / state \((r = .273)\), self development \((r = .178)\), compensation package \((r = -.142)\), and social status \((r = .090)\). Intrinsic satisfaction is associated significantly with Service to the nation / state \((r = -.142)\) only and extrinsic satisfaction with only job security \((r = 0.121)\), and Service to the nation / state \((r = -.096)\).

Correlation analysis broadly suggests that the professionals who are with positive personality, satisfied on intrinsic and extrinsic factors give more importance to intrinsic factors, internal in locus of control and are in the profession due to their self choice, are more overall satisfied on their work. The professionals who are in the profession for Service to the nation / state, self development and social status reasons are more satisfied while the professionals who joined the profession compensation package are more dissatisfied on their work. Similarly, professionals who are higher in age, more educated professionally, earning more experienced on work, working with more subordinates, married with working spouse from sports based family background and possess more assets, are more satisfied on their work. Further, Physical Education professionals who give more importance to intrinsic and extrinsic factors, more positive in their personality, internal in locus of control, and are in the profession due to the Service to the nation / state, reason are more satisfied and less dissatisfied on intrinsic factors. Similarly, professionals who have positive mindset and are more disposed towards satisfaction, assign high importance to intrinsic and extrinsic factors job security, are less dissatisfied on extrinsic factors.

Multivariate regression analysis had been conducted to further explore the important predictors of overall job satisfaction out of its many correlates. Results of the stepwise multiple regression analysis show that four variables, namely predisposition intrinsic
satisfaction, self-choice of profession, and locus of control, predict 30% variation in overall job satisfaction. Out of these, predisposition appears as the largest predictor contributing 32% to overall job satisfaction indicated by its standardized beta value. It implies that personality of Physical Education professionals on their mindset with which they view the things is the most important factor in determining their overall job satisfaction. It is followed by intrinsic satisfaction (27%), self-choice of profession (9.6%), and locus of control (7.8%). Adding the intrinsic factors' importance and demographic factors to the multiple regression analysis shows an improvement of 7.7% in prediction as the R square increased to 37.7%. The resulting regression model suggests predisposition (32.4%), intrinsic satisfaction (29.1%), intrinsic factors' importance (10.5%), age (16.2%), level of education (13.4%), gender (9.3%) and family occupation (9%), as the important predictors of overall job satisfaction.

Finally, the groups of professionals have been examined to find out significant difference amongst the groups their overall job satisfaction, intrinsic satisfaction, extrinsic satisfaction, intrinsic factors' importance, extrinsic factors' importance, and other variables. Results of the t-test and one-way analysis of variance suggests important differences amongst the groups of professionals on the basis of age, income, education, area of work, tenure, designation, number of subordinates, marital status, number of dependents, and other variables.

The hypotheses of the study, regarding the Herzberg's theory and other variables such as predisposition, locus of control, self-choice of profession, and others have largely been supported by the results of the study. Results show that only intrinsic satisfaction predicts the overall job satisfaction among the working professionals. Satisfaction on extrinsic factors, though significantly correlated to job satisfaction, do not predict the overall job satisfaction among these professionals. Predisposition or the personality of professionals is a major contributor in the Physical Education professionals job satisfaction. Other factors that contribute to overall job satisfaction among professionals include self-choice of profession, and locus of control. Importance of intrinsic factors' also significantly correlates to job satisfaction amongst professionals. Demographic factors that are significantly correlated to job satisfaction included age,
education, income, area of work, tenure, number of subordinates, marital status, spouse work status, family occupation, assets. Gender, sector of occupation, size of organisation, and number of dependents are not significantly correlated with job satisfaction. The t-test and one way Analysis of Variance also indicate some relevant and significant differences among the groups of professionals on the basis of their demographic characteristics. The results provide deeper insights into work, personality and demographic correlates of job satisfaction amongst professionals that may be of immense use for management in efficiently planning and managing this crucial human resource in the required sector.

On the basis of the findings, certain suggestions and recommendations are made to improve job satisfaction amongst Physical Education professionals. As the results indicated scope for further improvement in their job satisfaction, it has been suggested to manager in organizations to concentrate on more controllable situational or job factors, particularly the intrinsic factors, though the extrinsic factors should also not be avoided to keep the professionals away from dissatisfaction. Opportunity for personal growth and development, recognition, participation, and use of abilities in the intrinsic factors and working conditions, income, fringe benefits, job security, advancement and authority in the extrinsic factors have been suggested as the specific areas, which demand special consideration of the management in this direction. Organizations employing such professionals have also recommended to match the jobs with individuals by following the traditional job enrichment and empowerment or tailor made the solutions according to the need of individuals and sources of organizations. Moreover, it has been suggested that the importance of dispositional sources of job satisfaction amongst professionals should also be recognized and selection professionals should be based, atleast in part, on their dispositions to avoid future dissatisfied employees. Locus of control, self choice of profession, and reason to join the profession should also be given some consideration in selection process and devising measures for improvement in job satisfaction, though more research would be required in this direction. Lastly, it has also been advised that the organizations should recognize the importance of job satisfaction of their human resources and accept the measures of job satisfaction as an important diagnostic tool.
They must conduct some sort of job satisfaction studies to locate the causes of job dissatisfaction amongst the professionals and take corrective actions and follow-ups. It would help the organizations in identifying the problem areas and initiating the measure that will improve job satisfaction of professionals as well as organizational effectiveness in long run.

6.2 AREAS OF FUTURE RESEARCH

The present study extends the knowledge on some of the important aspects of job satisfaction, particularly the antecedents of job satisfaction. However, there are still many crucial areas in which further research may be required. The following are some of the important areas on which the future research should concentrate.

1. Job satisfaction research, in future, many focus itself on the frameworks of dispositional traits instead of individual trait itself. Core self evaluation (including self esteem, self efficacy, locus of control, and positive affectivity), big-five personality traits (including conscientiousness, extroversion-introversion, agreeableness, emotional stability, and openness to experience) or PA – NA (including positive affectivity and negative affectivity) are examples of such frameworks or models, which may be investigated in individual basis or for comparative analysis. The research in this direction may be extremely helpful for practicing managers and organisations as they prefer judging their new entrants in totality instead of being interested only in a single personality trait.

2. Another related area of research in this direction, keeping the practical utility aspect of dispositional or interactive research on job satisfaction in mind, relates to designing such instruments and scales which are practical as well as valid and reliable to assist managers in assessing the personality of the prospective employees while recruitment. Again, the preference here should be on the totality of the dispositions or personality rather than individual characteristic of an individual.

3. Existing research work in dispositional approach has focused primarily on importance of dispositions or identification of individual personality factors
that may contribute to job satisfaction to the extent that there is little doubt that about them in causing satisfaction. However, much research work is still required on how personality or dispositional sources affect job satisfaction or the process mechanism by which such construct influence job satisfaction. In future, the research may concentrate on the theoretical underpinning of the processes involved.

4. Another area of research may be the interactive approach. The review of literature on job satisfaction has shown that the situational and dispositional approaches have rarely adequately considered the other perspective. More research needs to take the integrative or interactive approach in which both the sources of job satisfaction may be integrated in some useful theoretical framework. Some work has already been done in this direction but room for more is still there in advancing the theoretical knowledge on this.

5. Another line of future research could be the practical utility of job satisfaction keeping the bottom line consequences of job satisfaction in consideration. This could be particularly in relation with the human resource practices or changes implemented by the organisations to enhance productivity or job satisfaction or both. Dispositional and situational factors may also be integrated in this framework. Longitudinal studies or experimental studies in this direction are required, which involve active participation from the organizations also. Such studies would be more useful for both the practice and literature on job satisfaction.

6. As the present study explores job satisfaction of Physical Education professionals only cross-sectoral studies in between different occupational or professional groups, or cross-cultural studies in between the same occupation but in different culture or countries may also be another area of future research. The present study may be replicated as a national level study incorporating professionals from all major states in India.

7. The present study has been designed as a cross sectional study. However, control studies in field settings of real organizations might be more beneficial
for establishing the links between various sources and job satisfaction. Future research may be guided by this orientation also.

8. Lastly, the most attention in the job satisfaction research had been on the attitude-based measurement. An alternative approach of quality-based job satisfaction, suggested by Bussing, may also be further researched for its practical utility.

To conclude, the study has been initiated with the premise that knowledge about sources of job satisfaction amongst Physical Education professionals would help those, who are concerned with maintaining and managing human resources in the required sector. The study has located certain core factors of Physical Education professionals job satisfaction that may influence the research and practice of job satisfaction in future. Personality or the mindset of professionals has emerged as the foremost important factor in deciding the level of their job satisfaction. Professionals with negative bent of mind are more dissatisfied on their work and those with positive mindset are more satisfied on their work. This, however, does not underestimate the importance of job factors in job satisfaction amongst Physical Education professionals. The job factors are equally important as job satisfaction amongst professionals is also influenced, to a considerable extent, by the intrinsic factors in job. Extrinsic job factors also correlate to job satisfaction amongst professions. Personality of professionals, their locus of control, in fact, magnifies the impact of intrinsic and extrinsic factor on job satisfaction. Self-choice of profession, importance assigned to different job factors, reasons to select this profession, family background, education, gender and age are other factors that relate to professionals job satisfaction significantly. Managers are recommended to also consider these factors, while making recruiting professionals in future.