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# INFLUENCE OF AGE FACTOR ON JOB SATISFACTION AND LOYALTY –
## With Reference to Female Teachers of Arts and Science Colleges in Tirunelveli District

**T. Mariammal[1] and Dr. V. Bharathi[2]**
**[1]Assistant Professor, Department of Commerce, Ambai Arts College, Ambasamudram (PO), Tirunelveli District, Tamilnadu, India.**
**[2]Head and Associate Professor (Rtd), Department of Commerce, Ambai Arts College, Ambasamudram (PO), Tirunelveli District, Tamilnadu, India.**

**ABSTRACT :**

*T*he purpose of the present study is to analyze the influence of age factor on job satisfaction and loyalty of female teachers. To achieve the purpose of the study, a total of 301 female teachers from all Arts and Science colleges affiliated to Manonmaniam Sundaranar University in Tirunelveli district were selected. The data were collected for the study by simple random sampling method. In the light of the specific objective set, all information and data were collected from the sample respondents through direct personal interviews employing structured interview schedule. Pearson chi-square test with Cramer's V and one-way MANOVA with univariate ANOVA were applied for analyzing the influence of age factor on job satisfaction and loyalty of female teachers. The primary data collected were analyzed by using Statistical Package for Social Sciences (SPSS 21). The study revealed that a statistically significant association has been found between age of the female teachers and their job satisfaction and a statistically significant difference has been found between the categories of an age of the female teachers in their job satisfaction and loyalty. The study suggested that attention should be focused on age factors with the purpose of unvaried increasing job satisfaction and loyalty among female teachers.

**KEYWORDS :** *Age, Female Teachers, Job Satisfaction, Loyalty, Tirunelveli District*

## INTRODUCTION

Teaching is one of the most respectable professions and plays a vital role in the development of society. The teachers help the students to acquire knowledge, information for their development and to shoulder the responsibility of taking the nation towards development. Therefore, teachers are considered as the pillars of the society. The need of every teacher is independence, recognition, security and new experience. Needs are important for everyone, if the needs of teachers are not met, the unrest and dissatisfaction among teachers will increase which is very unhealthy for not only to the teachers but also for the students. The job is a vital component of life and also a main source of income. The job of a teacher requires a major part of the day and is also a source of contribution to the society; hence the satisfaction of job is necessary for a teacher as well as overall wellbeing (Shafi, 2016).

The loyal and committed teachers may show the consistency, psychological bonds, and stability in their institution, interaction with their students and specialization in their subjects. The related literature confirmed the special effects of loyalty in relation to institutional success, job performance and the retaining of the employees. The above said phenomenon depends upon the skills and creativity of the teachers who enthusiastically donate their loyalty and energy through mutual efforts and processes. In the higher educational institutions, with the result in improved achievement of the student, the teachers'

leadership needs constant development in learning and teaching (Muhammad Riaz Khan, 2015).

As compared to other levels of the educational system in the society, the college education has a much bigger role to play. College teachers especially female are arguably the most important group of professionals for our nation's future. Therefore, it is disturbing to find that many of today's teachers in college education are dissatisfied with their jobs. Job satisfaction is good not only for the employees but also to the society as a whole. It increases productivity and classroom performance in the institution as well as loyalty towards the institution (Om Raj Katoch, 2012).

Some job research surveys indicate that older workers are more satisfied with their jobs and more loyal towards their institution than younger workers. The higher job satisfaction among older employees may be due to the perks that come with maintaining a long career, including higher salaries, better benefits and success in the workplace (Frances Burks, 2017). That higher satisfaction due to the institution leads to the loyalty towards the institution. It is generally believed that job satisfaction and loyalty increases linearly with age.

## STATEMENT OF THE PROBLEM

Research findings have indicated that many personal characteristics affect job satisfaction and loyalty in different and complex ways, these personal characteristics including gender, age, marital status and working experience (Koustelios, 2001). Along with gender, age is probably the most researched characteristic with respect to its association with job satisfaction and loyalty. A number of studies have suggested that the importance of job attributes is age-related (Moyes, Williams, and Koch, 2006), though the nature of the relationship between age and job satisfaction and loyalty is not clear (De Nobile and McCormick, 2008). Taking into account the above situation, it was decided by the researcher to encounter the age factor affecting job satisfaction and loyalty of female teachers at the college level.

## OBJECTIVES OF THE STUDY

The main objective of the study is to analyze the effect of age factor on job satisfaction and loyalty of female teachers. To achieve the main objective of the study, the following specific objectives were framed.
1. To analyze the association between the age factor of female teachers and their job satisfaction.
2. To analyze the difference between the categories of age factor in job satisfaction and loyalty of female teachers.

## RESEARCH METHODOLOGY

The descriptive type of research was adopted in the present study. To achieve the purpose of the study, the total of 301 female teachers from all Arts and Science colleges affiliated to Manonmaniam Sundaranar University in Tirunelveli district were selected. The data were collected for the study by simple random sampling method. In the light of the specific objective set, all information and data were collected from the sample respondents through direct personal interviews employing structured interview schedule. The primary data were collected for four months from June 2017 to September 2017. Pearson chi-square test with Cramer's V and one-way MANOVA with univariate ANOVA were applied for analyzing the influence of age factor on job satisfaction and loyalty of female teachers. The primary data collected were analyzed by using Statistical Package for Social Sciences (SPSS 21).

## ANALYSIS AND RESEARCH FINDINGS
## Association between Age and Job Satisfaction

The study makes an attempt to analyze the association between the age factor of the respondents and their job satisfaction. The independent variables of this study represent the age of the respondents. The dependent variable of the study represents the job satisfaction of the respondents with various dimensions such as workplace conditions, students, compensation, infrastructure facilities, professional development and overall. In order to investigate the association between age of the respondents and their job satisfaction, Pearson chi-square was performed. In the Pearson chi-square test, Cramer's V is utilized to determine the effect

of association between independent variables (Age) and dependent variables (Job satisfaction of the respondents). The following null hypothesis ($1H_0$) was framed to test the association between the age and the job satisfaction.

$1H_0$ : There will be no statistically significant association between the age and the job satisfaction.

The result of Chi-Square test regarding the association between the age of the respondents and their job satisfaction is presented in table 4.1.

**Table 4.1**
**Association between Age and Job Satisfaction**

| Testing Variables | Pearson Chi-Square | | | |
|---|---|---|---|---|
| | Value ($\chi^2$) | df | $p$-value | Cramer's $V$ |
| Age and Job Satisfaction in the Dimension of Workplace Conditions | 25.51 | 10 | .004** | 0.21 |
| Age and Job Satisfaction in the Dimension of Students | 35.14 | 10 | .000** | 0.24 |
| Age and Job Satisfaction in the Dimension of Compensation | 25.47 | 10 | .005** | 0.21 |
| Age and Job Satisfaction in the Dimension of Infrastructure Facilities | 12.61 | 5 | .027** | 0.21 |
| Age and Job Satisfaction in the Dimension of Professional Development | 41.06 | 10 | .000** | 0.26 |
| Age and Overall Job Satisfaction | 24.99 | 10 | .005** | 0.20 |

Source: Primary Data
**Significant at .05 level of confidence

The table 4.1 reveals that the observed chi-square value for age and job satisfaction in the dimension of workplace conditions is 25.51, which is associated with a 0.4 percent risk of being wrong in rejecting the null hypothesis. This is too tiny a risky (far below the standard of 5 percent risk), so the study is unable to accept the null hypothesis ($1H_0$) in the case of age and job satisfaction in the dimension of workplace conditions. The study, therefore, concludes that there was a statistically significant association between the age of the respondents and their job satisfaction in the dimension of workplace conditions, $\chi2 (10) = 25.51$, $p = .004 < .05$. Thus, it can be interpreted that the age difference of the female teachers influences their job satisfaction in the dimension of workplace conditions. Based on Cramer's V = 0.21, the effect of the influence of age difference of the female teacher on their job satisfaction in the dimension of workplace conditions is weak. Hence it is confirmed that age of the female teachers can become a significant factor in influencing their job satisfaction in the dimension of workplace conditions with pathetic effect.

Table 4.1 exposes that the observed chi-square value for age and job satisfaction in the dimension of students is 35.14, which is associated with a zero percent risk of being wrong in rejecting the null hypothesis. This is too tiny a risky (far below the standard of 5 percent risk), so the study is unable to accept the null hypothesis (1H0) in the case of age and job satisfaction in the dimension of students. Therefore, the study concludes that there was a statistically significant association between the age of the respondents and their job satisfaction in the dimension of students, $\chi2 (10) = 35.14$, $p < .05$. Thus, it can be interpreted that the age difference of the female teachers influences their job satisfaction in the dimension of students. Based on Cramer's V = 0.24, the effect of the influence of age difference of the female teachers on their job satisfaction in the dimension of students is weak. Hence it is confirmed that age of the female teachers can become a significant factor in influencing their job satisfaction in the dimension of students with pathetic effect.

The table 4.1 indicates that the observed chi-square value for age and job satisfaction in the dimension of compensation is 25.47, which is associated with a 0.5 percent risk of being wrong in rejecting the null hypothesis. This is too tiny a risky (far below the standard of 5 percent risk), so the study is unable to accept the

null hypothesis ($1H_0$) in the case of age and job satisfaction in the dimension of compensation. The study, therefore, concludes that there was a statistically significant association between the age of the respondents and their job satisfaction in the dimension of compensation, $\chi2$ (10) = 25.47, p = .005 < .05. Thus, it can be interpreted that the age difference of the female teachers influences their job satisfaction in the dimension of compensation. Based on Cramer's V = 0.21, the effect of the influence of age difference of the female teacher on their job satisfaction in the dimension of compensation is weak. Hence it is confirmed that age of the female teachers can become a significant factor in influencing their job satisfaction in the dimension of compensation with pathetic effect.

The table 4.1 elucidates that the observed chi-square value for age and job satisfaction in the dimension of infrastructure facilities is 12.61, which is associated with a 2.7 percent risk of being wrong in rejecting the null hypothesis. This is tiny a risky (far below the standard of 5 percent risk), so the study is unable to accept the null hypothesis ($1H_0$) in the case of age and job satisfaction in the dimension of infrastructure facilities. The study, therefore, concludes that there was a statistically significant association between the age of the respondents and their job satisfaction in the dimension of infrastructure facilities, $\chi2$ (5) = 12.61, p = .027 < .05. Thus, it can be interpreted that the age difference of the female teachers influences their job satisfaction in the dimension of infrastructure facilities. Based on Cramer's V = 0.21, the effect of the influence of age difference of the female teacher on their job satisfaction in the dimension of infrastructure facilities is weak. Hence it is confirmed that age of the female teachers can become a significant factor in influencing their job satisfaction in the dimension of infrastructure facilities with pathetic effect.

Table 4.1 replicates that the observed chi-square value for age and job satisfaction in the dimension of professional development is 41.06, which is associated with a zero percent risk of being wrong in rejecting the null hypothesis. This is too tiny a risky (far below the standard of 5 percent risk), so the study is unable to accept the null hypothesis (1H0) in the case of age and job satisfaction in the dimension of professional development. The study, therefore, concludes that there was a statistically significant association between the age of the respondents and their job satisfaction in the dimension of professional development, $\chi2$ (10) = 41.06, p < .05. Thus, it can be interpreted that the age difference of the female teachers influences their job satisfaction in the dimension of professional development. Based on Cramer's V = 0.26, the effect of the influence of age difference of the female teachers on their job satisfaction in the dimension of professional development is moderately strong. Hence it is confirmed that age of the female teachers can become a significant factor in influencing their job satisfaction in the dimension of professional development with moderately strong effect.

The table 4.1 reports that the observed chi-square value for age and overall job satisfaction is 24.99, which is associated with a 0.5 percent risk of being wrong in rejecting the null hypothesis. This is a tiny risk (far below the standard of 5 percent risk), so the study is unable to accept the null hypothesis ($1H_0$) in the case of age and overall job satisfaction. The study, therefore, concludes that there was a statistically significant association between the age of the respondents and their overall job satisfaction, $\chi2$ (5) = 24.99, p = .005 < .05. Thus, it can be interpreted that the age difference of the female teachers influences their overall job satisfaction. Based on Cramer's V = 0.20, the effect of the influence of age difference of the female teacher on their overall job satisfaction is weak. Hence it is confirmed that age of the female teachers can become a significant factor in influencing their overall job satisfaction with pathetic effect.

The proposed null hypothesis ($1H_0$) was tested by Chi-Square test. The significant level of confidence was fixed at .05. Using this significance level, it is possible to reach a decision with regard to whether to reject or retain the proposed null hypothesis. The decision made, based on this p-value, is presented in table 4.2.

**Table 4.2**
**Null Hypothesis (1H$_0$) Test Summary**

| Null Hypothesis | Test | Various Dimensions | p-value | Decision |
|---|---|---|---|---|
| There will be no statistically significant association between the age and the job satisfaction. | Chi-Square test | Workplace Conditions | .004** | Rejected |
| | | Students | .000** | Rejected |
| | | Compensation | .005** | Rejected |
| | | Infrastructure Facilities | .027** | Rejected |
| | | Professional Development | .000** | Rejected |
| | | Overall Job Satisfaction | .005** | Rejected |

**Significant at 0.05 level

The table 4.2 reveals that the null hypothesis (1H$_0$) is rejected at the 5 percent level of significance with regard to the job satisfaction in the dimensions of workplace conditions, students, compensation, infrastructure facilities, professional development and overall due to the p-value is less than 0.05.

### JOB SATISFACTION AND LOYALTY ACROSS AGE FACTOR

The study makes an attempt to analyze the difference between the categories of age factor of the respondents in their job satisfaction and loyalty towards the institution. The independent variables of this study represent the age of the respondents with various classifications such as 30 and below, 31 – 35, 36 – 40, 41 – 45, 46 – 50, and above 50. The dependent variables of the study represent the job satisfaction and loyalty of the respondents towards the institution. In order to investigate the difference between the categories of the age of the respondents in their job satisfaction and loyalty towards the institution, one-way MANOVA was performed. The post hoc test was not performed because the results of one way MANOVA are enough to obtain the aim of test the hypotheses. The following null hypothesis (2H0) was framed to test the difference between the categories of the age of the female teachers in their job satisfaction and loyalty.

**2H$_0$ :** There will be no statistically significant difference between the categories of the age of the female teachers in their job satisfaction and loyalty.

The Box's test of Equality of Covariance Matrices was run to check the assumption of homogeneity of covariance across the age categories using p < .001 as a criterion. Box's test of Equality of Covariance Matrices across categories is presented in table 4.3.

**Table 4.3**
**Box's Test of Equality of Covariance Matrices across Age Categories**

| Box's M | 29.53 |
|---|---|
| F | 1.927 |
| df1 | 15 |
| df2 | 87269.597 |
| Sig. | .017 |

**Significant at 0.001 level

Box's (29.53) was not significant, p =.017 > .001 and indicating that there are no significant differences between the covariance matrices. Therefore, the assumption is not violated and Wilk's Lambda is an appropriate test to use. One way MANOVA using the Wilk's Lambda test is presented in table 4.4.

**Table 4.4**
**One way MANOVA - Job Satisfaction and Loyalty across Age Categories**

| | Effect | Value | F | Hypothesis df | Error df | $P$ value | Partial Eta Squared |
|---|---|---|---|---|---|---|---|
| Intercept | Pillai's Trace | .984 | 9187.74 | 2 | 294 | .000** | .984 |
| | Wilks' Lambda | .016 | 9187.74 | 2 | 294 | .000** | .984 |
| | Hotelling's Trace | 62.502 | 9187.74 | 2 | 294 | .000** | .984 |
| | Roy's Largest Root | 62.502 | 9187.74 | 2 | 294 | .000** | .984 |
| Age | Pillai's Trace | .145 | 4.63 | 10 | 590 | .000** | .073 |
| | Wilks' Lambda | .858 | 4.67 | 10 | 588 | .000** | .074 |
| | Hotelling's Trace | .161 | 4.71 | 10 | 586 | .000** | .074 |
| | Roy's Largest Root | .125 | 7.40 | 5 | 295 | .000** | .111 |

**Significant at 0.05 level

Using an alpha level of .05, the table 4.4 reveals that this test is significant, Wilk's Lambda = .858, F (10, 588) = 4.67, p < .05, multivariate η2 = .074. This significant F indicates that there are significant differences among the age categories on a linear combination of the two dependent variables such as job satisfaction and loyalty. The multivariate χ 2 = .074 indicates that approximately 7.4 percent of the multivariate variance of the dependent variables is associated with the age categories. Follow-up univariate ANOVA test was performed since Wilk's Lambda test is significant and it is presented in table 4.5.

**Table 4.5**
**Univariate ANOVA Test for Age Categories**

| Dependent Variables | Age Categories | N | Mean | SD | Hypothesis df | Error df | $R^2$ | F | $P$ value |
|---|---|---|---|---|---|---|---|---|---|
| Job Satisfaction | 30 and below | 63 | 3.16 | .41 | 5 | 295 | .072 | 4.58 | .000** |
| | 31 – 35 | 78 | 3.28 | .45 | | | | | |
| | 36 – 40 | 57 | 3.46 | .50 | | | | | |
| | 41 – 45 | 49 | 3.16 | .37 | | | | | |
| | 46 – 50 | 34 | 3.24 | .43 | | | | | |
| | Above 50 | 20 | 3.05 | .22 | | | | | |
| Loyalty | 30 and below | 63 | 3.43 | .61 | 5 | 295 | .048 | 2.99 | .012** |
| | 31 – 35 | 78 | 3.44 | .49 | | | | | |
| | 36 – 40 | 57 | 3.42 | .49 | | | | | |
| | 41 – 45 | 49 | 3.45 | .50 | | | | | |
| | 46 – 50 | 34 | 3.79 | .41 | | | | | |
| | Above 50 | 20 | 3.55 | .51 | | | | | |

**Significant at 0.05 level

Follow-up univariate ANOVA in table 4.5 shows that both job satisfaction scores (F (5, 295) = 4.58, p < .05; partial η2 = .072) and loyalty scores (F (5, 295) = 2.99, p < .05; partial χ 2 = .048.) were statistically significantly different between the age categories of female teachers. Since the p-value is less than 0.05, the null hypothesis (2H$_0$) is rejected. Data are also expressed as the mean ± standard deviation in the table. The female teachers who are in the age categories of 36 – 40 are higher in their job satisfaction (3.46 ± .50) than the other age categories.

The female teachers who are in the age category of 46 – 50 are higher in the loyalty towards their institution (3.79 ± .41) than the other age categories.

From a theoretical point of view, it is concluded that there was statistically significant difference between the categories of age of the female teachers in their job satisfaction and loyalty where the age category of 36 – 40 are higher in their job satisfaction and the age category of 46 – 50 are higher in the loyalty towards their institution.

The proposed null hypothesis (2H$_0$) was tested by one way MANOVA test and follow-up univariate ANOVA test. The significant level of confidence was fixed at .05. Using this significance level, it is possible to reach a decision with regard to whether to reject or retain the proposed null hypothesis. The decision made, based on this p-value, is presented in table 4.6.

**Table 4.6**
**Null Hypothesis (2H0) Test Summary**

| Null Hypothesis | Test | Independent Variables | Dependent Variables | p-value | Decision |
|---|---|---|---|---|---|
| There will be no statistically significant difference between the categories of the age of the female teachers in their job satisfaction and loyalty. | One way MANOVA test and follow-up univariate ANOVA test | Age Categories | Job Satisfaction | .000** | Rejected |
| | | | Loyalty | .012** | Rejected |

**Significant at 0.05 level

The table 4.6 reveals that the null hypothesis (2H$_0$) is rejected at the 5 percent level of significance with regard to the job satisfaction and loyalty in the categories of age due to the p-value is less than 0.05.

**DISCUSSION ON FINDINGS**

One of the purposes of the study is to determine the association between the age factor of female teachers and their job satisfaction. Pearson chi-square test revealed that there was a statistically significant association between age and job satisfaction. These results suggest that the government, owners and administrators of the institutions need to pay special attention and consideration to the age factor of the female teachers to satisfy them in the dimensions of workplace conditions, students, compensation, infrastructure facilities and professional development. The results are partly consistent with the previous study (Senthamil Selvamurugan, 2009).

The next purpose of the study is to determine the difference between the categories of age factor in job satisfaction and loyalty of female teachers. One way MANOVA test and follow-up univariate ANOVA test revealed that there was statistically significant difference between the categories of age of the female teachers in their job satisfaction and loyalty where the age category of 36 – 40 is higher in their job satisfaction and the age category of 46 – 50 is higher in the loyalty towards their institution. These results suggest that the administrators of the institutions need to make deliberate efforts to improve teachers' job satisfaction and loyalty based on irrespective of age categories of the female teachers. This finding is supported by the previous studies (Zhongshan, 2009, Schulze, 2011).

## CONCLUSION

The findings revealed that a statistically significant association has been found between age of the female teachers and their job satisfaction and a statistically significant difference has been found between the categories of the age of the female teachers in their job satisfaction and loyalty. The study also proved that the age category of female teachers under 36 – 40 is higher in their job satisfaction and the age category of female teachers under 46 – 50 is higher in the loyalty towards their institution. Therefore, attention should be focused on age factors with the purpose of unvaried increasing job satisfaction and loyalty among female teachers.

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**T. Mariammal**
**Assistant Professor, Department of Commerce, Ambai Arts College, Ambasamudram (PO), Tirunelveli District, Tamilnadu, India.**

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