

Impact of Resilience and Organization Type on the Job Satisfaction of School Teachers

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Abstract

This study investigates the impact of organization type and resilience on job satisfaction. In the present study, a 2x2 factorial design was used, with two types of organization (government and private) X resilience level (high and low). The Brief Resilience Scale was used to assess the resilience levels, while the Job Satisfaction Scale was used to measure teacher's job satisfaction. The findings revealed significant effects of both organization type and resilience on job satisfaction. Specifically, government employees demonstrated higher levels of job satisfaction across various dimensions compared to their counterparts in private organizations. Furthermore, employees with high resilience exhibited significantly greater job satisfaction than those with low resilience. These results underscore the critical role of resilience in enhancing job satisfaction, indicating that individuals with higher resilience are better equipped to experience satisfaction in their roles.

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INTRODUCTION

In today's fast-changing work environment, driven by advancements in technology, globalization, and shifting expectations, employees face a range of challenges such as job insecurity, adapting to remote work, and learning new tools and processes. These factors significantly impact job satisfaction, which plays a crucial role in employee performance, organizational commitment, and overall well-being. Job satisfaction is also closely linked to retention and productivity. As employees become more selective in choosing employers, organizations must understand and address the elements that contribute to satisfaction in order to keep top talent. Resilience is a vital factor in this context, as employees who are more resilient are better equipped to stay committed in the face of challenges. Examining the relationship between resilience and job satisfaction offers valuable insights for improving employee retention and creating a dedicated workforce. Resilient employees cope better with stress and adversity, leading to higher job satisfaction, while those with lower resilience may struggle to stay satisfied during tough times. Additionally, the type of organization—public or private—can influence job satisfaction. Government jobs often offer stability, structured work environments, and extensive benefits, leading

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to higher satisfaction, whereas private organizations tend to provide greater flexibility, competitive pay, and career advancement opportunities but often come with higher stress and job insecurity. Understanding these factors is essential for boosting job satisfaction and ensuring organizational success.

Job satisfaction is defined as a “pleasant emotional state that results from evaluating work as meeting or supporting work values.” This positive attitude toward a job enhances workers’ health and overall satisfaction with life. Satisfied employees also maintain better relationships with their colleagues, exhibit greater commitment to their organization, and demonstrate high job performance (Swider et al., 2011; Yoon & Thye, 2002; Judge et al., 2001). Job satisfaction refers to how people feel about their job and various elements related to their work. It measures the degree to which individuals experience satisfaction or dissatisfaction in their roles.

Job satisfaction is influenced by individual perspectives and responsibilities and can vary greatly from person to person. According to Hugh (1983), job satisfaction is “the sum of the total optimistic outcome that a person has toward his or her job.” Recent research on job satisfaction has focused on the cognitive processes that shape emotional aspects. Employees who are satisfied with their job tend to maintain high performance and greater commitment to their organization (Judge et al., 2001).

Several factors, both extrinsic and intrinsic, can influence job satisfaction. Employee job satisfaction reflects how well individuals are treated by their organization and serves as an indicator of their emotional state and overall well-being. Levels of job satisfaction significantly impact the overall performance of an organization. Productive employees often signal a well-functioning organization, while low productivity may suggest otherwise (Jernigan et al., 2002).

In the teaching profession, a teacher’s performance is heavily influenced by their psychosocial well-being. Teachers who are dissatisfied with their work struggle to perform effectively, regardless of their qualifications. Conversely, satisfied teachers with high academic and professional credentials can greatly enhance students’ understanding of

subjects. Teachers act as implementers, monitors, and motivators in the learning process. Stress in the teaching profession negatively impacts individual teachers, entire organizations, and students alike. According to the American Psychological Association (2009), more than half of employees experience reduced productivity due to workplace stress. Addressing the causes of stress and helping teachers manage inevitable stressors is essential for improving job satisfaction. One viable solution is increasing resilience.

Resilience is widely recognized as a constructive response to challenging situations. It refers to an individual’s capacity to cope with the pressures and demands of daily life. Specifically, resilience allows individuals to recover from adverse experiences while continuing to function effectively. In the workplace, resilient individuals are better equipped to handle demands, particularly when faced with shifting priorities and heavy workloads (Karpagavalli et al., 2017). Resilient employees approach challenges with a positive mindset, utilizing problem-solving skills and emotional regulation to navigate stressors. This ability not only enhances personal well-being but also fosters a more productive work environment, as resilient employees can adapt to change and maintain performance levels even in difficult circumstances.

Luthans (2002) defines resilience as “the positive psychological capacity to bounce back from adversity, uncertainty, conflict, failure, or even positive change, progress, and greater responsibility.” Similarly, Bodin (2004) described resilience as the speed with which a structure regains equilibrium after a disruption, regardless of the number of fluctuations involved. Resilience enables individuals to face professional challenges, adapt to stressful conditions, and improve their emotional regulation. It also encourages the development of effective coping strategies and promotes greater well-being and personal growth (Grant & Kinman, 2014; McDonald et al., 2016; Stephens, 2013).

A significant number of studies have explored the factors influencing job satisfaction. In recent decades, employees in the teaching profession have faced growing challenges. To retain their workforce, organizations must develop innovative

tools to understand the changing dynamics of employee job satisfaction. Despite the established effects of organizational type and resilience on job satisfaction, limited research has investigated their combined impact. This study addresses a critical gap in the literature by examining the interplay between organizational type and resilience in influencing job satisfaction. By identifying these dynamics, the research aims to provide actionable insights for organizations to enhance employee satisfaction and retention. The findings are expected to guide policymakers, HR professionals, and organizational leaders in designing interventions that promote resilience and improve job satisfaction, particularly in sectors where employees face greater challenges.

Literature Review

Pepe (2011) conducted a study to investigate the characteristics of resilient school leaders. The research tested the hypothesis that managers with higher job satisfaction and engagement are more likely to demonstrate greater resilience. Additionally, the study explored the relationship between factors such as years of experience, school location, poverty rate, school level, principal salary, and student enrollment in relation to principal resilience. An analysis of 627 surveys completed by public school principals in Florida found no significant relationship between the aforementioned factors and principal resilience. However, the study found a significant link between job satisfaction and resilience among managers.

Lumanlan (2012) carried out a study to explore the extent to which burnout, disengagement, and resilience can predict job satisfaction among Filipino nurse educators. Utilizing a correlational design and convenience sampling, the research involved 109 nursing faculty members from various regions in Central Luzon. The analysis, conducted through multiple regression, indicated that both disengagement and resilience were significant predictors of job satisfaction. Interestingly, burnout did not emerge as a significant predictor in this context. This suggests that while disengagement and resilience directly impact how satisfied nurse educators feel in their roles, burnout may not have the same predictive power. The findings highlight the importance of fostering resilience and addressing disengagement

to enhance job satisfaction within this professional group.

Rehmawati (2013) conducted a study to explore the relationship between the resilience of tax advisors and their perceived levels of job satisfaction. 52 employees of a tax consulting company participated in the study. The results indicated a positive correlation between resilience and levels of job satisfaction.

Lambert et al (2015) conducted a study to investigate the relationship between job variables and job involvement, job satisfaction and organizational commitment among Indian police officers. Using a pooled random sample of 827 police officers surveyed in two districts of Haryana, India, and employing ordinary least squares regression analysis, they found a significant association between employee training and job satisfaction.

Nadeem et al. (2019) found that employee service performance, organizational citizenship behavior (OCB), and employee resilience are closely linked within high-performance work systems (HPWS) among employees in the Pakistani service sector. Employee resilience plays a crucial role in encouraging service-related behaviors and OCB strategies, while HPWS creates a supportive environment that bolsters employee resilience. Furthermore, the study indicated that employee resilience partially mediates the indirect connections between HPWS and various employee outcomes.

Otoum et al. (2021) found that components of organizational commitment are positively related to job performance, with job satisfaction acting as a partial mediator. All components of organizational commitment showed strong positive correlations with both job satisfaction and job performance. Furthermore, job satisfaction among nurses was positively related to job performance. To improve the quality of nursing care, nursing educators, researchers, and managers must develop strategies to maximize organizational commitment and job satisfaction, thereby improving nurses' job performance and overall quality of care.

Objective & Hypotheses

The objective of the present study was to examine the impact of organizational type and resilience on job satisfaction. The following hypotheses were

formulated:

- The type of organization (government and private) will significantly differ in terms of job satisfaction.
- The level of resilience (high and low) will significantly differ in terms of job satisfaction.

METHODS

Design

This research based on 2x2 factorial design, examining two types of organizations (government and private) and two levels of resilience (high resilience and low resilience).

Participants

A total of 120 teachers, including both male and female participants from various strata of society, were selected for the study. The teachers' ages ranged from 25 to 55 years, and they were working in intermediate schools. The study was conducted in 60 private and 60 government intermediate schools in Almora city. The participants were categorized into high and low resilience groups based on their scores on the resilience scale. Stratified random sampling techniques were used to selection of participants.

Measures

Brief Resilience Scale (BRS)

The Resilience Scale created and standardized by Smith et al. (2008) to evaluate individuals' perceived

capacity to bounce back from stress. This scale measures a comprehensive concept of resilience, including both positively and negatively phrased items. Scores on the scale range from 1 to 5, with higher scores reflecting a greater level of resilience.

Job Satisfaction Scale (JSS)

This scale, developed and standardized by Singh and Sharma (2005), measures job satisfaction. It consists of 30 items that address both extrinsic factors (those outside the job) and intrinsic factors (those inherent to the job), along with 6 negative items. The scoring system ranges from 4 to 0, with the negative items scored in reverse from 0 to 4. The overall reliability coefficient for the scale was determined to be 0.81.

Procedure

In this study, participants were approached individually in their school environment and informed about the study's objectives. After obtaining their initial consent, background information was collected using a Personal Data Sheet. The resilience scale was then administered, and participants were asked to respond thoughtfully. This scale assessed their level of resilience. Then, they were requested to respond on Job satisfaction scale. As soon as, they completed response on these measures. Data were collected and scored according to defined rules.

RESULTS

In this section includes the responses obtained on various measures were scored and treated in terms

Table 1: Means, SD & F-values of job satisfaction (Intrinsic & Extrinsic) in different group of employees

Job Satisfaction High Resilience Low Resilience			Government		Private	Significant F-Value	
			High Resilience	Low Resilience	A=type of organization B= Resilience		
Dimensions of Job Satisfaction	Job Satisfaction (Over all)	Mean	83.73	64.73	76.12	53.70	A=45.53** B=224.75**
		S.D.	5.48	5.33	10.85	6.63	
	Job Satisfaction (Intrinsic)	Mean	34.43	25.13	30.69	20.81	A=27.750** B=157.38**
		S.D.	3.73	3.47	5.47	3.46	
	Job Satisfaction (Extrinsic)	Mean	39.60	49.00	45.42	32.88	A=34.54** B=157.06**
		S.D.	3.86	3.40	6.29	4.86	

N=120, **=P<.01, *=P<.05

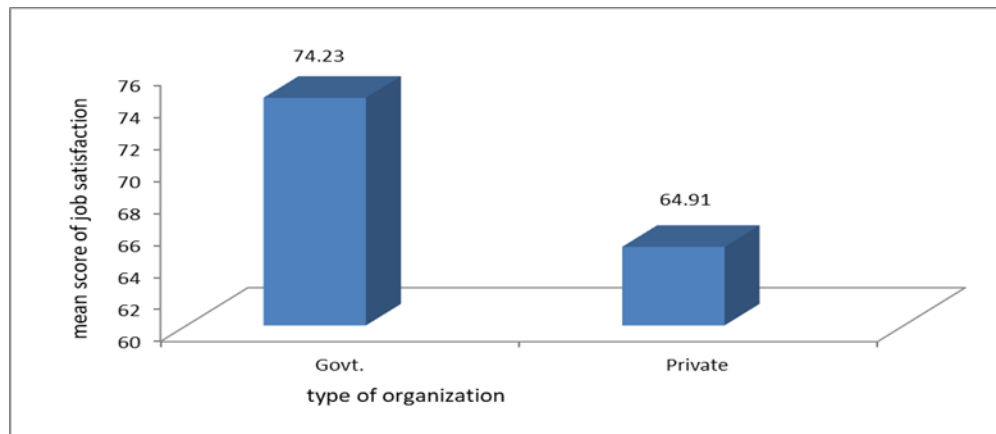


Figure 1: Job satisfaction (overall) as a function of organization

of Mean, SDs and ANOVA was computed for job satisfaction.

To evaluate the effect of organization and resilience on job satisfaction (extrinsic and intrinsic), a 2 x 2 factorial analysis of variance was calculated. The results shown in Table 1 show the mean, SD. and significant F values for job satisfaction by type of organization and level of resilience.

As can be seen from Table 1, job satisfaction was influenced by the type of organization and the level of resilience of the employees. The significant main effect of organization was observed to be that government employees show higher job satisfaction compared to private employees. It is also clear from the graphical presentation (Fig.-1) that private employees had lower job satisfaction than government employees.

Another main effect of resilience was found to

be significant (Fig. 2), denoting that employee with high resilience experience greater job satisfaction compared to those with low resilience.

Dimension-wise ANOVA was also conducted. The results presented in Table 1 indicate a significant main effect of organization on intrinsic job satisfaction, showing that government employees report higher satisfaction in intrinsic aspects compared to those in the private sector. Additionally, the findings reveal that employee with high resilience experience greater intrinsic job satisfaction than those with low resilience. The main effect of organization on the extrinsic dimension of job satisfaction was also significant, suggesting that private employees have notably lower satisfaction in this area compared to their government counterparts. Overall, the ANOVA results indicate that job satisfaction is influenced by the type of organization, and resilience significantly

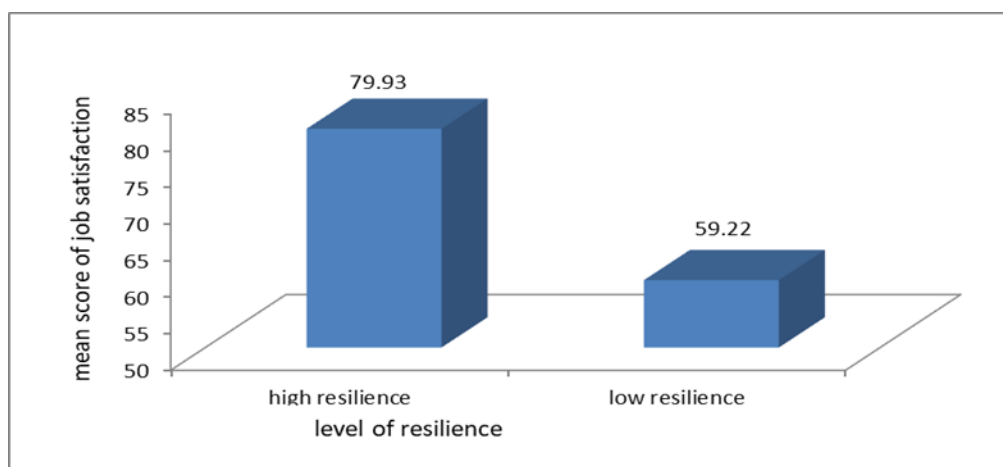


Figure 2: Job satisfaction (overall) as influenced by resilience

contributes to improving job satisfaction.

DISCUSSION

The results of this study indicate that government employees exhibit higher levels of job satisfaction compared to their private-sector counterparts. These findings align with several other studies. For instance, Bhardwaj et al. (2014) identified a significant difference in job satisfaction and organizational commitment between engineers working in government and private organizations. Similarly, Mehta (2012) conducted a study to explore job satisfaction among teachers, focusing on the effects of organizational type and gender. This descriptive research compared the job satisfaction levels of male and female teachers using a t-test for analysis. The results revealed a significant difference in job satisfaction between teachers in government schools and those in private schools.

Joshi (1998) also found that employees in both the public and private sectors reported significant job satisfaction levels. However, public sector employees experienced higher satisfaction, whereas private sector employees reported comparatively lower levels. Additionally, Zilli and Zahoor (2012) examined job satisfaction among teachers to determine whether their perceptions were influenced by organizational type and gender. These findings were further supported by Jafri (2011).

Another key finding of this study is that resilience significantly influences job satisfaction. Employees with high levels of resilience reported greater job satisfaction than those with lower resilience. This can be attributed to the ability of highly resilient employees to manage stress effectively and adapt to challenging situations by meeting task demands (Henderson et al., 2003). Substantial empirical evidence supports the idea that resilience is a distinctive trait among employees in human services, serving as an internal driver that enhances job satisfaction. Resilient employees are skilled at developing effective problem-solving strategies, enabling them to make meaningful contributions to their organizations. This suggests that an employee's level of resilience is likely to influence their overall job satisfaction. Employees who possess high resilience and

strong creative thinking skills tend to report greater job satisfaction and are better equipped to navigate challenges effectively (Golparvar et al., 2013).

In summary, fostering resilience within the workforce can lead to improved job satisfaction and enhanced organizational contributions. These findings highlight the importance of supporting employees in developing this vital trait.

CONCLUSION

In conclusion, this study demonstrates how both the type of organization and resilience influence job satisfaction. The findings reveal that government employees tend to report higher job satisfaction than their private-sector counterparts. Additionally, employees with higher levels of resilience exhibit significantly greater job satisfaction compared to those with lower resilience. These results emphasize the importance of building resilience among employees, as it enhances job satisfaction and overall well-being. Organizations, particularly in the private sector where job satisfaction tends to be lower, should prioritize resilience training and support initiatives. By fostering resilience, both government and private organizations can improve employee satisfaction, resulting in a more engaged and productive workforce. This study offers valuable insights for leaders aiming to enhance job satisfaction through strategies that address both resilience and organizational type.

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