

# Does A Human Resource Effect of Job Satisfaction of Teachers?

## A Case Study of Education Institutions in Punjab, Pakistan

Amir Saif<sup>1</sup>, Tehmina Javed<sup>1</sup>, Muhammad Nauman Mirza Fca<sup>2</sup>, Iqra Touqeer<sup>3</sup>

<sup>1</sup>Department of Business Management, National College of Business Administration and Economics (NCBA&E) Multan, Pakistan

<sup>2</sup>Member of Institute Chartered Accountant of Pakistan (ICAP), Pakistan

<sup>3</sup>Sardar Bahadur Khan Women University Quetta, Balochistan, Pakistan

Correspondence: Amir Saif, Department of Business Management, National College of Business Administration and Economics (NCBA&E) Multan, Pakistan. E-mail: [amirsaif9001@gmail.com](mailto:amirsaif9001@gmail.com)

Received: July 25, 2019

Accepted: September 1, 2019

Online Published: September 15, 2019

doi:10.11114/ijce.v2i2.4515

URL: <https://doi.org/10.11114/ijce.v2i2.4515>

### Abstract

The aim of this paper is to find the impact of pay & promotion, work load a teacher's job satisfaction. This study was used SPSS and SMART-PLS to analyze a data using quantitative research method. The research to which have distributed the question among teachers, graduates and a different professional. This study is significant for universities, colleges and schools, academic and non-academic staffs. Because this study have helpful for the administration in institute to better understand needs and demands of their teachers and what will be the factors which could make them satisfied. This study have conducted in Multan, Khanewal, Vehari, Bahawalpur G.D khan and it is targeting to cover approximately 7721 population with the sample of 350 as defined by Sekaran (2012) that for 7000 to 8000 required samples sized is 372. This research also examines the influence of compensation and promotion upon job satisfaction at educational institution level. The reveals that pay and promotion not significant impact on job satisfaction of teacher. (Yee 2018) investigate in his study that pay and promotion are insignificant. Work load can also be significant association with job satisfaction of teachers. Raza et al (2015) investigate that work load significant impact on job satisfaction. The influence of these factors calls for the further research. There is also need to carry out a similar but comparative study in rural setting.

**Keywords:** job satisfaction, work load, pay promotion

### 1. Introduction

The education sector is the most important sector to be considered in our economy. Teacher's dissatisfaction is a sort of universal problem (Cheng, 2002). The most dangerous factor for all the professions is dissatisfaction. And it is even more miserable if it is in the profession of teaching (Dogan, 2016). The most crucial thing is to be dissatisfied with your job and environment or place where you are working. Worker performance is main thing that do promote their value as well as attitude. It depends on employee satisfaction and their well-being level in the working environment which makes the organizational successful. On the other way around academicians keep on contributing to the education system and accordingly the system keep upgrading and improving and become successful (Yee, 2018). They are the main source of any society for encouraging the nation bringing the children and youth of any nation towards positive as well as prosperous sides. Teachers become the dissatisfied if they are not compensating with appreciation, recognition, security, salary and self-respect (Haq and Hussain, 2014). David and Venatus (2019) many researchers found the pay & promotion, leadership style, nature of work is main factor of the job satisfaction.

#### 1.1 Job Satisfaction

Job satisfaction is employee reaction about his organization or occupation. Job satisfaction is gratification or positive emotional state resulting from a review of one's job or job experience (Akdol and Arikboga, 2015). Moreover, Dogan (2016) found that job satisfaction could be improved by communication among colleagues. The author added that good rewarding system, working environment, organizational governance, job security and promotion can also make the employees satisfied. There are many factor of the job satisfaction as Raza et al (2015) explained three vital factors of job satisfaction basic factor, functional factor and organization level factors.

### 1.2 Research Objective

Below given are the research objectives of this study:

- 1) To investigate the relationship between workload and job satisfaction of teachers.
- 2) To examine the association among pay and promotion and teacher's job satisfaction.

### 1.3 Research Question

Below given are the research questions of this study:

- (1) What is the relationship between workload and teacher's job satisfaction in public and private educational institutions in southern Punjab?
- (2) Does pay and promotion influence teacher's job satisfaction in public and private educational institutions in southern Punjab?

## 2. Literature Review

### 2.1 Introduction

In 20th century, middle level institutions are more focusing on higher level of intuition to adopt their culture attitude and their methodologies in the era of worldwide competition (Raza et al 2015). Many researchers nowadays give their focus on represent profession since mechanical changes and international styles which produced a stormy natural circumstance. In administration, it's struggled that gratified worker has advanced performance. According to Noorshella and Ismail (2017) education and knowledge benefits and governance has important influence on job gratification of academician in public institution.

### 2.2 Job Satisfaction

The organization considers and used many tools for satisfaction of employee like as job security, work place, targets etc. Raza et al (2015) found that job satisfaction of teacher is a predicted by teacher retention, determine of teacher commitment in turn contribution to school effectively.

According to Hall, (1996) study of less satisfied employee has more intention and tendency to leave the organization. In addition Ostroff, (1992) proved in his study that satisfied of teacher was linked with the theoretical accomplishment, organization obligation, throughput, teachers quality work and their performance as well. According to Mueller, et, al, (1994); Price, (1997) demographic as well as administrative variable do have an impact on employee's commitment and this close impact is highly related with the job satisfaction of employee.

### 2.3 Workload

In teacher job satisfaction workload itself play a vital role. Teacher's inventiveness improves the institution skill for achievement competitive advantage. This paper reproduces that in order to use the motivation of employee the institution necessity gives them challenging, environment, and different activity. It will also facilitate the employee to appreciate their and have a knowledge of pleasure about it (Raza et al 2015).

A common problem of teacher is workload due to leave their job. They are not able to pay the attention on their job, when teachers are involved in some other activities. Work over load also consist of school duties perform outside the classroom, they work more 40 hours per week. Many teacher works during the summer vacation. Those teachers may teach in summer classes, take other jobs, journey (Cogaly, 2016). On the support of literature review following hypothesis is developed: Hypothesis #3: *There is positive association among work load and job satisfaction of teacher in HEI.*

### 2.4 Pay & Promotion

The decision of gratification interrelated to job can make with the help of wages payment system. Different types of organization adopt different kinds of wages payment system. The worker of lower paid and higher paid within developing countries to investigate job satisfaction level and also inform different determinant of job satisfaction among the workers that exist in lower and higher wages in overall the world. Haq (2014) find the low pay, not promotion, lack of information, bad working environment. Teachers occupy a basic position of education system, therefore it is utmost importance to cater for the needs of teachers and improve certain of teaching profession. According to David and Venatus (2019) other factor finds that irregular promotion and the career development are not related with the job satisfaction.

Pay is main factor that contributes towards the job satisfaction for all employees in every type of organization. Financial encouragement is the factor is evidently used and suggested by investigation of human resource and all the experts as well Koh et al., (1995).

Hypothesis #: *There is the significant Positive relationship between job satisfaction and pay & Promotion of among teachers of in HEI.*

Model research is as:

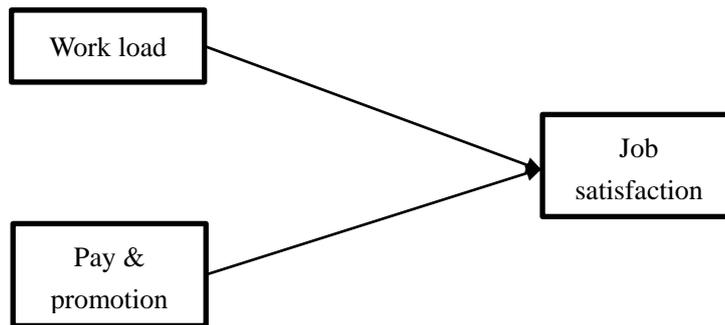


Figure 1. Conceptual Model

### 3. Research Methodology

#### 3.1 Introduction

Methodology adopted in research study discussed in this chapter. With that of methodology, Focus is also given to certain issues regarding data collection and sampling techniques. More attention is also given to the designing questionnaires and measuring process of variables. Our study is on impact of organization factor affecting the job satisfaction in the Southern Punjab. The study is an exploratory factors study that magnifies mainly on the identification of that is response for their job satisfaction. For the research instrument questionnaires is designed for getting the response of our respondents

#### 3.2 Population Frame

Table 1. Population Table

S. No	Name of Private Institute	Private	Public Institute	Total	Percentage (%)
1	Universities	3	13.000	16.000	1.0
2	Colleges	1500	200.000	1700.000	77.0
3	Schools	5000	1005.000	6005.000	272.0
<b>Total Population</b>				<b>7221</b>	<b>350</b>

#### 3.3 Sample Size

According to Uma Sekaran population sampling table if the population is between 1000 to 2000 the required sample should be 350 samples. Study sample includes of 350 respondents of different of different institution.

#### 3.4 Sampling Technique

Due to analyses us use the non-probability test has been around utilized. For the reason that clarification of the analysis is not just to solve the particular magnitude of impact of factor within institution, however comparatively to acknowledge a new effects, consequently a new non-probability test is actually good enough random sampling technique for collection sampling.

#### 3.5 Study Scope

The basic thing is to be decided in sampling unit for the determination of relationship between organizational factor and job satisfaction in institution of Sothern Punjab which is going to be surveyed. In the present study, the sampling unit will be the respondents who are the ultimate faculty of respective institution i.e. all population ranging between the age of 18 to 65

### 4. Data Analysis and Interpretation

#### 4.1 Overview

The data analysis and interpretation are discussed in this chapter. It explains the empirical facts obtained from statistical tools to further refine the understanding of respondents. Investigation connected with facts is synthesized the actual

technique along with link between research objectives and proposed hypothesis. This chapter elaborate data screening, demographic profile, measurement model (data validity and reliability) and structural model (hypothesis testing) for the data collected against the survey. This chapter furthermore confirms the actual dependability connected with entire description design. The analysis also empirically test the actual offered relationships involved among the all constructs.

4.2 Testing the Goodness of the Measurement

The Goodness of fit (GOF) index is basically is an index which measures the forecast and reliability of the measurement model. Specifically, it can be assumed as the geometric mean of the average communality and the average R<sup>2</sup> of the endogenous latent variables (Henseler & Sarstedt, 2013). The GOF can be understood as the average variance in the variables explained by the global model (Tenenhaus, et al., 2005). Shows the result of the GoF is derived from the AVE and the average R<sup>2</sup> GOF can be calculated by the equation.

In this study we calculated the GOF as follows: e GOF. Is 87%

Table 2. Goodness of Fit

Latent variables	bAVE	R-Square
Job Satisfaction	0.97	0.99
Word load	0.967	
Pay & promotion	0.38	
Average	0.77	
GOF	0.87	

$$GoF = \sqrt{AVE \times R^2}$$

4.3 Construct Reliability

Construct reliability appraisal normally emphasizes on composite reliability as an evaluation of a construct’s internal stability (Hair et al., 2011). Apart from Cronbach’s alpha, composite reliability does not consider that all indicators are similarly reliable, creating it more suitable for PLS - SEM, which prioritizes indicators according to their reliability during model estimation (Hair et al., 2011). GOF = SQRT ((average AVE) \* (average R2))

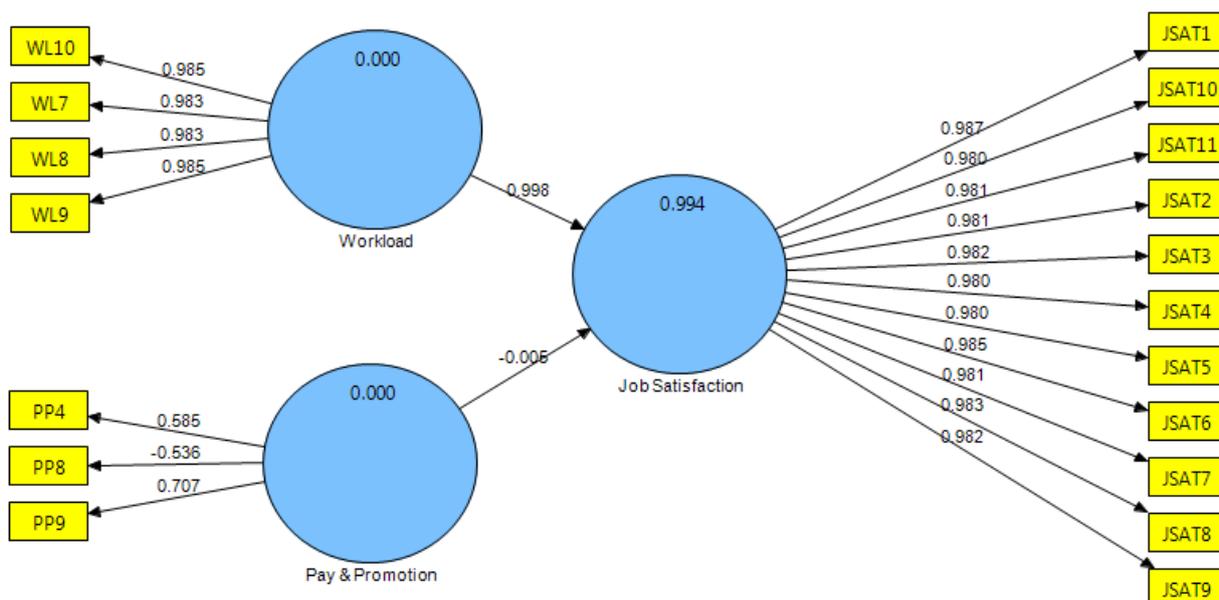


Figure 2. Measurement Model

#### 4.4 Loading

From the Table 1 a few items are showing a value of factor loading below 0.5. As suggested by Hair et al. (2006), items below 0.5 should be dropped in order to improve average variance extracted (AVE) value. They further explained that dropping values below 0.5 is necessary to remove errors in measurement thus improving overall SEM model fit. Adhering to their suggestion, the researcher dropped the following items; PP1 (0.075553); PP10 (-0.150357); PP2 (-0.396886); PP3 (0.009434); PP5 (-0.044531); PP6 (-0.037453); PP7 (0.281814); WL1 (0.073223); WL2 (-0.039219); WL3 (-0.108594); WL4 (-0.066994); WL5 (0.090615) and WL6 (-0.058842). The factor loadings after items deleted can be seen at Figure 4.1 (measurement model) and Table 1 below.

Table 3. Summary of Measurement Model

Variables	Items	Actual Loadings	Loadings After Items Deleted	AVE	Composite Reliability	R Square	Cronbachs Alpha
Job Satisfaction	JSAT1	0.986926	0.986924	0.96424	0.996639	0.993652	0.99629
	JSAT10	0.980242	0.980239				
	JSAT11	0.98106	0.981061				
	JSAT2	0.981193	0.981196				
	JSAT3	0.981814	0.98181				
	JSAT4	0.979502	0.979503				
	JSAT5	0.98019	0.980195				
	JSAT6	0.984842	0.984839				
	JSAT7	0.980742	0.98074				
	JSAT8	0.982793	0.982797				
Pay & Promotion	PP1	0.075553	Items Deleted	0.37644	0.233684		0.163471
	PP10	-0.150357	Items Deleted				
	PP2	-0.396886	Items Deleted				
	PP3	0.009434	Items Deleted				
	PP4	0.506447	0.585059				
	PP5	-0.044531	Items Deleted				
	PP6	-0.037453	Items Deleted				
	PP7	0.281814	Items Deleted				
	PP8	-0.484504	-0.536393				
	PP9	0.585992	0.706617				
Workload	WL1	0.073223	Items Deleted	0.96817	0.991849		0.989042
	WL10	0.984443	0.984910				
	WL2	-0.039219	Items Deleted				
	WL3	-0.108594	Items Deleted				
	WL4	-0.066994	Items Deleted				
	WL5	0.090615	Items Deleted				
	WL6	-0.058842	Items Deleted				
	WL7	0.981123	0.983206				
	WL8	0.982356	0.983007				
WL9	0.985015	0.984707					

Table 4. Discriminant Validity

	Job Satisfaction	Pay & Promotion	Workload
Job Satisfaction	0.98		
Pay & Promotion	0.17	0.62	
Workload	0.99	0.18	0.98

#### 4.5 Hypothesis Introduction

This chapter presents the hypotheses testing of this study. It discusses hypotheses testing for both direct relationships, mediating and moderating relationships included in this study.

In this section, the researcher will look for the answers of the stated Research question 1 is as follows:

- (1) To investigate the relationship between workload and teacher's job satisfaction.
- (2) To investigate the relationship between pay and promotion and teacher's job satisfaction.

Table 4. Direct Relationship Hypothesis Testing

Hypothesis	Relationships	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics ( O/STERR )	Accepted / Rejected
H1	Pay & Promotion → Job Satisfaction	-0.005	0.121	0.170	0.170	0.032	Rejected
H2	Workload → Job Satisfaction	0.997	0.637	0.261	0.021	3.820	Accepted

#### H1: Pay and Promotion Has a Significant Effect on Job Satisfaction

The results of the study disclosed there is no significant relationship between pay and promotion and job satisfaction ( $t=0.031527$ ,  $p=0.170412$ ), because t-statistic is smaller than 1.96. And P-value is greater than 0.05. Hence, we can conclude that pay and promotion has no significant impact on job satisfaction. Pay and promotion of institution has negative relation with job satisfaction. .

#### H2: Work Load has A Significant Effect on job satisfaction

There is a significant relationship between work load and job satisfaction ( $t=3.820546$ ,  $p=0.021153$ ), because t-statistic is more than 1.96. P-value is less the 0.05 Hence, simply conclude that work load significantly influence on job satisfaction. Hence, simply conclude that work load significantly influence on job satisfaction.

#### Result, Discussion, Recommendation and Conclusion

Pay and promotion is not significant associated with job satisfaction of staffs. The study of this research shows that pay is not the factor with the job satisfaction of teacher. Yee (2018) found pay was not related with level of job satisfaction in educational institution. According to Leigh (2013) experienced teachers job satisfaction level was not related to pay comparing with other teachers. Many researchers have investigating the positive linkage job satisfaction and pay & promotion. Some scholars find in his study partial association with job satisfaction and pay. But my study tells us there are no relation between job satisfaction and pay & promotion .Based on this study pay and promotion is not significant related the job satisfaction of educational staff. It can know pay and promotion is not factor affecting on the job satisfaction of teachers. Because the t-value is less 1.96. And the p-value is greater than 0.05. Both values are not acceptable. So its show no effect on job satisfaction.

David and Venatus (2019) work load influence the level of job satisfaction. Good working condition reduces the employee turnover and decrease job stress. Raza et al (2015) in employee job satisfaction workload play the important role. Employee motivation increases the company capability for gaining competitive advantage. On the same job employee feel motivated getting the different targets and they appreciate their freedom. There is a significant relationship between work load and job satisfaction because t-statistic is more than 1.96. Hence, simply conclude that work load significantly influence on job satisfaction. Many researchers find their study that work load is major player in job satisfaction daily targets could be classify as a factors that increase job satisfaction. Chipunza (2017), job satisfaction interrelated to what people do their work such as workload itself. The consistent of many studies result that employee are satisfied with their nature and quantity of work. There is a significant association between work load and job satisfaction because t-statistic is more than 1.96. P-value is less 0.05. So both values are acceptable Hence, simply conclude that work load significantly influence on job satisfaction.

#### 4.6 Contribution of Study

There is few contribution of this study:

#### 4.7 Theoretical Contribution

This is conceptually contributed to knowledge but explaining the phenomenon of employee pay and promotion, work load, among teachers influencing their job satisfaction. There are very few studies which ponder on the subject matter discussing teachers human resource related issues leading to their satisfaction attributes.

#### 4.8 Methodological Contribution

Furthermore this research in one of its kindly exclusively:

- i) Using teachers as respondents in Southern-Punjab.
- ii) Collecting data from 350 teachers was really a big challenge and this research has contributed by collecting required sample as per sampling collection technique.
- iii) The research has used SPSS for running frequencies and investigated the validity, reliability (measurement model) and hypothesis testing (structural model) using Smart-PLS – 3, which is also a contribution in a since that it's a new statistical approach. This was because the sample was not normally distributed and was non-parametric as SEM provides the opportunity to assess the reliability and validity.

#### 4.9 Recommendation

Based on the finding of study, researcher recommended the following:

- (a) A similar study is carried out in a business environment to establish the role of clients in enhancing employee commitment
- (b) Further research is recommended for the contribution of other social stakeholders in education such as parents and institution management boards and committees.
- (c) Since the study was conducted in urban setting, teacher could have been committed to their working stations because of other convenience such as accessibility to their working station and teacher resident's status and preferences. The influence of these factors calls for the further research. There is also need to carry out a similar but comparative study in rural setting.

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