

1 Effect of Work Motivation and Organizational Commitment on 2 Job Satisfaction: (A Case of Education Industry in Pakistan)

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7 Abstract

8 The study intends to investigate the impact of work motivation and organizational
9 commitment on job performance in education sector of Pakistan. Moreover, the study is
10 aimed at examining impact of work motivation and organizational commitment on job
11 satisfaction in the education sector of Pakistan. The research design organized for this
12 research was through survey questionnaire personally administered. All the questionnaires
13 have been filled the employees working in educational sector of Pakistan. The results of the
14 study have been concluded by using regression analysis. The results of the study indicate that
15 there is the positive relationship job satisfaction and job commitment. Whereas, job
16 motivation has also a positive effect on job satisfaction of employees working in educational
17 sector of Pakistan. It implies that more motivated and committed employees will perform well
18 and will be more satisfied as compare to others.

Index terms— work motivation, organizational commitment, job satisfaction.

²¹ 1 Introduction

ot of studies has explored the relationship between the work motivation, organizational commitment and job satisfaction. But only few studies focus on the local educational institutions. Job satisfaction is a crucial factor for which organization put a strong effort by making the strong HR strategies and policies to motivate their employee so that the individuals can more involved in their work, be more committed to their jobs and ultimately satisfied with their jobs. Now a day's companies need to satisfy employee to compete in competitive market. Organizations try to motivate their employee for achieving organizational goals because motivating factors lead the employee to perform well and to be more committed as well. Organizations main focus is profit maximization. They can fulfill their objectives with the help of employees. Employees play vital role in achieving the organizational goals. Many organizations implement HRM practices to enhance the employees performance. Because, HRM consider employees as 'valued asset and as a source of competitive advantage through their commitment, adaptability and high level of skills and ultimate performance' (Armstrong, 2009). Educational institutes are the building blocks of a nation and the workers of these institutions are the valuable asset and the builders of the fortune of any nation. The intend of this study is to investigate the factors that affect the job satisfaction of teachers. As the teachers are well experienced, the institutions provide them full accommodation and the facilities which they need for in order to enhance their ultimate performance. Now a day's organizations have to consider the human factor for the existence of their organizational survival and their success. This is a challenge for the companies to satisfy their employees by applying different motivating factors, and for this purpose different approaches are training, promotion, compensation to employee, performance related pay, salary increment and bonus and empowerment to employee (Saleem, Mahmood, & Mahmood, 2010). Companies use different strategies to motivate their employees and they may also change their strategies for improving employee's satisfaction. Because the organization knows that motivated workers perform well and are more satisfied with their job, this will increase the organization's output. While looking at different institutes, we see that they use

6 H1: WORK MOTIVATION HAS DIRECT POSITIVE EFFECT ON JOB SATISFACTION. C) ORGANIZATIONAL COMMITMENT

44 different tricks, tactics, policies and approaches in order to motivate and make employees more excited more
45 focused and more directed for their work. They use different training programs to seek the learning experience
46 and gain permanent change that leads to good performance (Stephen & David, 2004). So when the employee
47 is motivated to work he/she gains more interest in the work settings, his/her loyalty increases for organization.
48 Employees are committed to their jobs only when they are internally convinced to their duty roles and motivated
49 for their work. So one way is to stimulate and energize employees is to motivate them which lead to commitment
50 for job and then job satisfaction. These factors are interlinked to each others in this sense. So this study intends
51 to investigate the impact of motivation and commitment on job satisfaction of employees working educational
52 sector of Pakistan Moreover, the study aimed at examining the impact of work motivation and job commitment
53 on job satisfaction in the education sector of Pakistan, also determine the relationship between these variables
54 and the level of satisfaction with various dimensions of job.

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58 4 Literature Review a) Job satisfaction

59 Job satisfaction remains a remarkable part of discussion in management, humane recourses management and
60 organizational behavior. Job satisfaction means what employees feel when they came for job and how they get
61 enforced to perform the job. We will also try to pointout that know what are the things that make them happy
62 on doing the job so that they do not leave the job. Job satisfaction is a state of emotional gladness, which comes
63 from the achievement of a goal that one gets by fulfilling his part of work in an organization. Job satisfaction leads
64 employees to work with motivation. Job satisfaction is not only the identity of pleasure but also the happiness for
65 their job due to environmental effects. Job satisfaction and employee involvement leads to high job performance.
66 Job satisfaction can be in shape of salary or any other monetary incentives that help to make employees happy
67 and they remain highly engaged with the organization. It has positive relation with job performance and can be
68 improved with new encouraging strategies. If an organization has good HRM system, it is possible to construct
69 more loyalty, commitment and motivation. As Pfeffer (1994) said Job satisfaction would be achieved when an
70 employee is motivated to do work by his own will.

71 5 b) Work Motivation

72 Work motivation is a process that directs and sustains the performance. Motivation encourages employees
73 internally towards the actions which help them to achieve the goals or specific task which is assigned to him.
74 Effectiveness of employees work can inspire them to their work and can bring more work motivation and more
75 commitment of their jobs. It can be defined as motivation to perform an activity for it, in order to experience
76 the pleasure and satisfaction in the activity (Deci, 2005). We can create work motivation by giving incentives to
77 employees which can be in monetary form by which they can feel that they are supported person and have their
78 own place in organization. Panday (2011) described that emotional attachment and employees' loyalty is most
79 important factor in work motivation. This can bind the people to stay in organization. There are many other
80 benefits of organization that are associated with work motivation. Work motivation can be evaluated by the
81 degree of attachment, obligations, and rewards in working in the organization. If the employees are competitive
82 and want to do work with full efficiency then thay will utilize all their capabilities for a challenging task. Many of
83 the employees like to make relationships and need to contact more and more to the higher authorities. It will make
84 them to feel that they are observed and motivated. Effectiveness of work motivation both internally and externally
85 forces the employees to work more excitedly which can result into job satisfaction. Work motivation creates job
86 satisfaction by which employees would be more committed with job and then they affect job performance. If they
87 are satisfied and motivated then their job performance can achieve the goals of businesses that play an important
88 role in this regard.

89 6 H1: Work motivation has direct positive effect on job satisfaction. c) Organizational Commitment

90 Organizational commitment has become the base of a wide variety of litrature which have focused on both the
91 job commitment along with its cosequences on the work behaviors for example performance on the job and
92 turnover rate. Mark & Nancy (1991) studied that when the employees are more involved and attached with the
93 job it means that they are more committed to their work it implies that the employees are satisfied towards
94 organization. Along with the other behavioral indicators like; learning, perception, motivation and thinking,
95 organizational commitment is considered to be most important factor to determine the behavior of people in the
96 organizations. It's all about individuals feelings of what he perceiving about his job and then his loyalty shows his
97 commitment toward his organization .Commitment shows an individual psyche, the attributes and the behavioral
98 patterns that how much he is satisfied. There was a correlation described between the organizational commitment

100 and job satisfaction, which is positive as the job commitment for organization increases satisfaction revealed, and
101 if organization wants to satisfy the employee then there should be necessary efforts that are made to increase
102 commitment for the job (Munir et al., 2012). A study on education sector revealed that more constructive and
103 sound environment create more satisfied employee for the organization and if the organization wants to boost
104 up their productivity especially in the education sector it needs to put or made efforts to engage more employee
105 into their work settings and involved so they can satisfied and be more committed ??

106 **7 Methodology**

107 Wide range of studies have been conducted to check the effect of motivation and organizational commitment on
108 job satisfaction by keeping in view of all these researches this study clarifies and take a broaden look of the
109 relationship between job satisfaction with its predictors in educational sector of Pakistan. The tool which has
110 been used for data collection is adopted questionnaire from different studies. In order to make research valid
111 non probability sampling has been used in this study and only those respondents have been covered who can give
112 you effective input for analysis. A questionnaire has been designed to check the effect of work motivation and
113 organizational commitment on job satisfaction by using five-point Likert scale. The structure of the questionnaire
114 has been organized as, in the initial section of questionnaire demographic informations have been placed, in the
115 next part of questionnaire the main items of the variables have been placed in three sections. In section one job
116 satisfaction is measured having 7 items, chosen from (Saleem et al., 2010). While in section 2 work motivation
117 is measured in 7 items chosen from (Saleem et al., 2010). However in section 3 organizational commitment has
118 been placed containing 6 items and adapted from (Khalid et al., 2013). In order to derive results from collected
119 data descriptive statistics and regression analysis have been used.

120 **8 IV.**

121 **9 Research Findings**

122 There are 140 respondents which are selected to take input from them in order to make data analysis. The
123 results of data analysis have covered in three tables. In table no 01 descriptive statistics has been reported which
124 indicate that most of the variables are normally distributed and having mean value more than median values.
125 The results of correlation analysis have been reported in table no 02, indicate that predictors have positive and
126 valid correlations with response variable. In order to make results valid regression analysis has also been applied,
127 and the results of regression analysis have been reported in table no 03. Motivation and Job Commitment have
128 positive relationship with job satisfaction. The p-value shows the significance of relationship. As p-value is
129 less than critical value, so it can be said that the variables chosen for study have significant relationship with
130 response variables. It implies that more motivated and committed employees will be satisfied towards their jobs
131 and ultimately perform well.

132 V.

133 **10 Conclusion**

134 The study intends to investigate the impact of work motivation and job commitment on job performance in
135 education sector of Pakistan. Moreover, the study is aimed at examining the impact of work motivation and
136 job commitment on job satisfaction in the education sector of Pakistan. The research design organized for this
137 research was through survey questionnaire personally administered. All the questionnaires have been filled by the
138 employees working in educational sector of Pakistan. The more the employee are motivated the more they are
139 satisfied with their work and be committed with the organization that will lead to higher performance. Motivation
140 is the driving force which attracts the employee to do their best at their work. Organization need to identify the
141 factors which can motivate the employee to perform up till benchmark. Employees can be motivated by different
142 ways like, appraise their performance, giving rewards, performance appraisals, and promotions. Organization try
143 to motivate their employees because it increase employees performance. If an employee is not performing well so
144 the organization need to identify the factor which need to improve whether there is a need of training or lack of
145 employee ability to perform the task. If employees are more committed they are considered more satisfied with
146 their job. Increase in motivation and commitment lead to increase in job satisfaction. The results of the study
147 show that higher the level of motivation and commitment ultimately employees will perform well.

148 In the light of above finding it is suggested that in order to increase the level of satisfaction among employees
149 the institutions should also focus on other ^{1 2}

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Figure 1: 2 Global

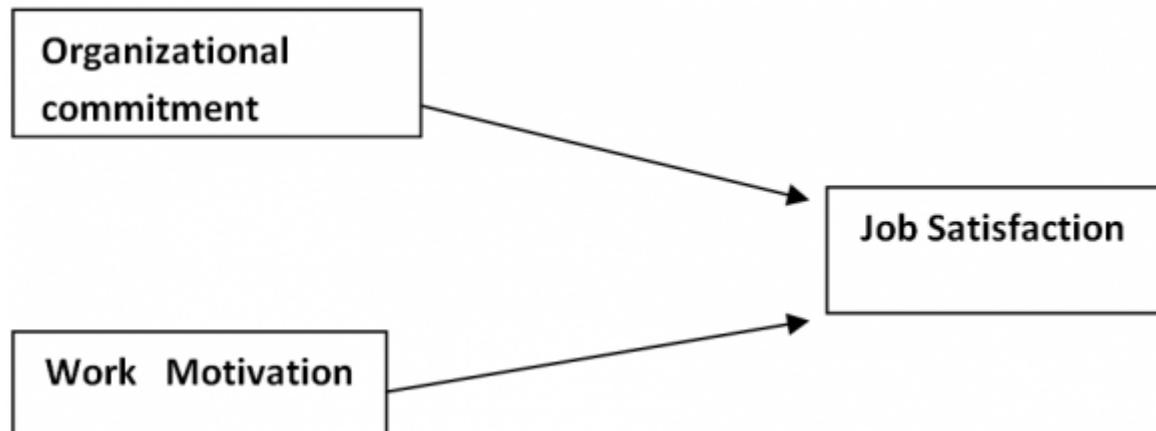


Figure 2:

3

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.601 a	.361	.339		.41299
		Standardized Coefficients			
Model		Beta	t		Sig.
1	(Constant)		3.387		.001
	MOTIVATION	.348	3.238		.002
	COMMT	.451	4.197		.000

a. Dependent Variable: JOB

Figure 3: Table 3 :

150 .1 Appendix

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