

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

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Abstract

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

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

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

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

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4 Literature Review a) Job satisfaction

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

5 b) Work Motivation

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

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

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

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

7 Methodology

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

8 IV.

9 Research Findings

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

V.

10 Conclusion

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

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

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Figure 1: 2 Global

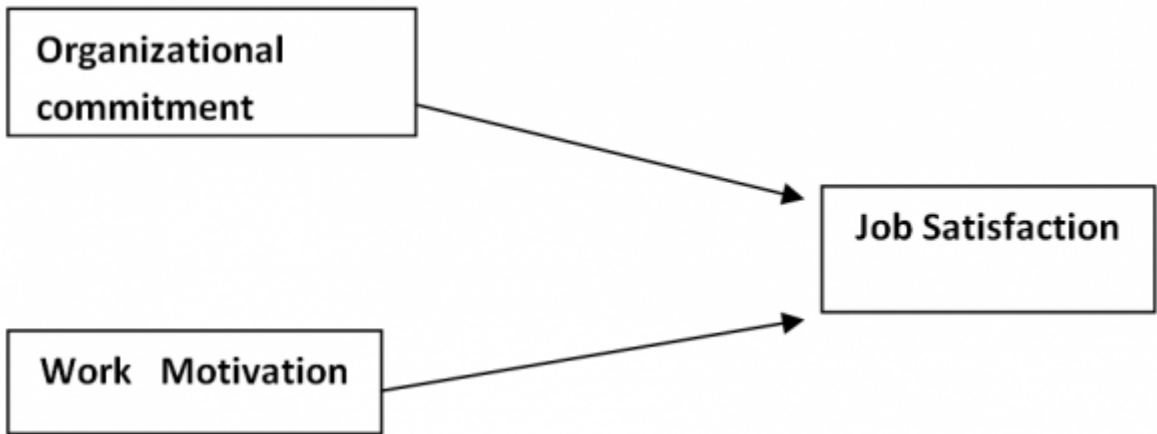


Figure 2:

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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 :

.1 Appendix

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