

The effect of job satisfaction on the organizational commitment of teachers, with special reference to private-sector universities of Punjab, Pakistan

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Abstract—This research study was conducted to find out the effect of job satisfaction on the organizational commitment of teachers working at private-sector universities operating in the province of Punjab, Pakistan, the findings of the study revealed that the job satisfaction has a significant positive effect on the organizational commitment of private-sector university teachers, in Punjab, Pakistan.

Index Terms—Effect, Job satisfaction, Organizational commitment, Pakistan, Private-sector universities, Punjab province, Teachers.

1 INTRODUCTION / BACKGROUND

JOB satisfaction and organizational commitment have become very important concern in the recent years, increasing the level of organizational commitment and job satisfaction have become the key contemporary functions for the human resource management in every organization in the present-time [8] (Malik, Javed, & Hassan, 2017).

Job satisfaction significantly predicts the organizational commitment of the faculty members working at public-sector universities in Pakistan [7] (Malik, Nawab, Naeem, & Danish, 2010).

[12] (Robbins, Judge, & Sanghi, 2013) defined job satisfaction as “A positive feeling about one’s job resulting from an evaluation of its characteristics”.

Organizational commitment has been defined as “The degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization” [12] (Robbins, Judge, & Sanghi, 2013).

A very limited number of research studies had been carried out in Lahore city, Punjab, Pakistan, with regards to the job satisfaction and organizational commitment of private-sector university teachers, therefore this study had been conducted to assess the effect of job satisfaction of private-sector university teachers on their respective organizational commitment in Lahore, Punjab, Pakistan, with special reference to “Lahore Leads university”, “University of Lahore”, “Hajvery University”, “University of Management & Technology”, and “Superior University”.

1.1 Research Problem / Problem Statement

Job satisfaction and organizational commitment are a

crucial problem for every organization, these two are the most important job related attitudes, satisfied employees are committed to their organizations, satisfied and committed employees show a positive attitude towards their job, and even overperform beyond normal expectations [11] (Robbins & Coulter, 2012), however very few studies had been carried out to find out the relationship between the job satisfaction and the organizational commitment level of private-sector university teachers in the context of Punjab, Pakistan. Universities in Pakistan require committed teachers to bring out good citizens, which is very important for the economic development of Pakistan, this study attempted to find out the effect of job satisfaction of university teachers on their organizational commitment.

1.2 Research Question

What is the effect of job satisfaction on the organizational commitment of private-sector university teachers in Punjab, Pakistan?

1.3 Research Objective

To find out the effect of job satisfaction on the organizational commitment of private-sector university teachers in Punjab, Pakistan.

1.4 Scope of research

This research study was focused on finding the effect of job satisfaction on the organizational commitment of private-sector university teachers / faculty members (respondents) working at 5 private-sector universities i.e. “Lahore Leads university”, “University of Lahore”, “Hajvery University”, “University of Management & Technology”, and “Superior University”, operating in the Punjab province, Pakistan.

1.5 Research Significance

This study is significant, because it might help in identifying the essence of job satisfaction aspect, which affects the organizational commitment and output of

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teachers serving in the private-sector universities in Punjab, Pakistan. This research will also be helpful in improving the commitment level of teachers by focusing on the job satisfaction attitude of teachers for improving and uplifting the education system in Pakistan, which is very much important for the economic development of Pakistan.

2 LITERATURE REVIEW

2.1 Job Satisfaction

Job satisfaction is a general attitude of an employee towards his or her job in an organization, a person having a higher level of job satisfaction has a positive attitude towards his or her job, whereas a person having a lower level of job satisfaction has a negative attitude towards his or her job, this general attitude is very important concern for the managers in an organization, because satisfied employees have higher organizational commitment levels [11] (Robbins & Coulter, 2012).

A cross sectional study was conducted in Pakistan, to find out the level of job satisfaction among the public health professionals, working at different public-sector health care institutes operating in Pakistan, the findings of the study revealed that there exists a lower level of job satisfaction among the health care professionals [6] (Kumar, Ahmed, Shaikh, Hafeez, & Hafeez, 2013).

A study was carried out to find out the job satisfaction of government and private school teachers in Lahore, Punjab, Pakistan by [1] (Chughati & Perveen, 2013), which revealed that the teachers working at government schools are more satisfied with their jobs, than the teachers working at private-sector schools.

2.2 Organizational Commitment

Committed teachers not only act as role model for their students, but also for their colleagues as well i.e. their commitment has a direct impact on their students, as well as on their colleagues [15] (Yildiz & Celik, 2017).

In a research study, a significant difference was found in the organizational commitment levels of teachers working at government and private secondary schools, the findings of the study revealed that the teachers working at government secondary schools were more committed to

their jobs, as compared to the teachers working at private secondary schools [4] (Gupta & Gehlawat, 2013).

2.3 Job Satisfaction and Organizational Commitment

[9] (Mohammed & Eleswed, 2013) conducted a research study to find out the relationship between the job satisfaction and the organizational commitment of the employees working at a private-sector financial institution based in Bahrain, the research findings of the study revealed that there exists a significant positive relationship between the job satisfaction and the organizational commitment of employees.

A research study was conducted by [5] (Ismail & Razak, 2016) to find out the relationship between job satisfaction and organizational commitment of employees working at fire and rescue department of Malaysia, the research findings concluded that the job satisfaction has a significant positive relationship with the organizational commitment of employees.

[3] (Fu & Deshpande, 2014) carried out a research study on Chinese insurance company employees, the finding of his study revealed that the job satisfaction has a direct, significantly positive relationship with the organizational commitment of employees working at Chinese insurance companies.

A study was carried out in Romania by [13] (Rusu, 2013) to find out the relationship between the job satisfaction and the organizational commitment, the findings of the study revealed that there exists a significant positive relationship between the job satisfaction and the organizational commitment of teachers in Romania, both the variables were having strong correlation between them i.e. higher the job satisfaction, higher will be the organizational commitment.

Job satisfaction and the organizational commitment of employees are the interdependent and interrelated attitudes, these two attitudes are the key matters of concern for every organization, whether operating in the underdeveloped, or developed countries of the world [10] (Rehman, et al., 2013).

3 METHODOLOGY

3.1 Conceptual / Theoretical Framework

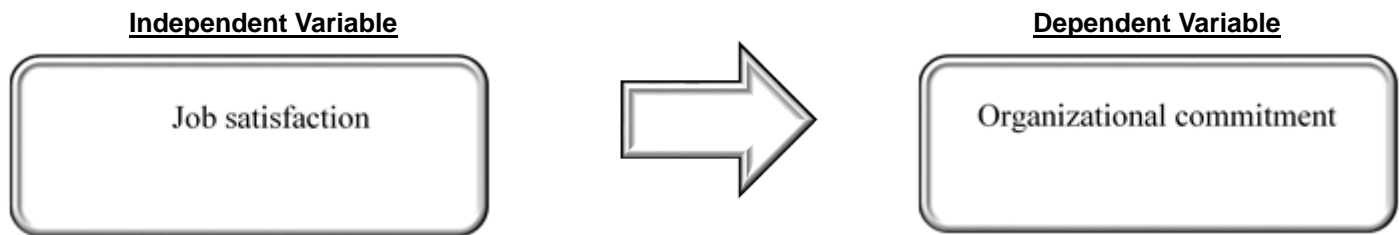


Figure 1: Adopted from [5] (Ismail & Razak, 2016).

The figure: 1 clearly shows the causal model adopted from [5] (Ismail & Razak, 2016), depicting the effect of job satisfaction on the organizational commitment.

3.2 Hypothesis

H₁: There exists a significant positive relationship between the job satisfaction of private-sector university teachers, and their organizational commitment.

H₀: There is no relationship between the job satisfaction of private-sector university teachers, and their organizational commitment.

3.3 Data:

The study is quantitative i.e. causal in nature therefore, a questionnaire survey comprising of close ended questions, for the collection of primary data was conducted from the teachers (respondents) working at the different departments of "Lahore Leads university", "University of Lahore", "Hajvery University", "University of Management & Technology", and "Superior University". operating in the Punjab province, Pakistan., to obtain their views regarding their job satisfaction and organizational commitment.

3.4 Data Analysis:

The primary data collected from the respondents was analyzed through SPSS version 25, linear regression, and bivariate correlation analysis was carried out to find out the relationship between the variables i.e. between job satisfaction and organizational commitment of private-sector university teachers in Punjab, Pakistan.

3.5 Population:

The total number of faculty members working at the different departments of "Lahore Leads university", "University of Lahore", "Hajvery University", "University of Management & Technology", and "Superior University". operating in the Punjab province, Pakistan, constituted the elements of the population for this study.

3.6 Research Design:

Cross-sectional research design was followed by the researcher, as the data was collected at a single point of time in the research study.

3.7 Sampling Design:

Convenience sampling technique was adopted by the researcher for the sampling design because of non-availability of population frame, and also because of limited time and resources.

3.8 Sample Size:

A sample size of 377 teachers working at the different departments of "Lahore Leads university", "University of Lahore", "Hajvery University", "University of Management & Technology", and "Superior University". operating in the Punjab province, Pakistan. were selected as respondents / subjects for this study, the level of significance was set at 5% and the confidence interval at 95% [14] ("Sample Size Calculator by Raosoft, Inc.", 2018).

3.9 Instrumentation:

The quantitative survey instrument of job satisfaction and organizational commitment was adopted from [2] (Curran, 1999). The job satisfaction instrument contained 4 items. A 5 point Likert scale was used, having the following responses for positively scored questions (Strongly Disagree-1 to Strongly Agree-5) for recording the responses. i.e. Strongly Disagree-1, Disagree-2, Neutral-3, Agree-4, Strongly Agree-5, however reverse scoring was used to record the responses from the reverse questions (Strongly Disagree-5 to Strongly Agree-1) i.e. Strongly Disagree-5, Disagree-4, Neutral-3, Agree-2, Strongly Agree-1. Higher scores indicated a higher job satisfaction level. The organizational commitment of teachers also contained 4 questions, comprising of a 5 point Likert scale i.e. for positively worded questions (Strongly Disagree-1 to Strongly Agree-5), whereas for reverse questions (Strongly Disagree-5 to Strongly Agree-1) was used. Higher scores represented a higher level of organizational commitment at work and vice versa.

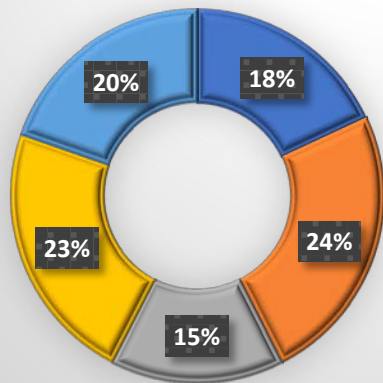
A total of 450 questionnaires were distributed to the teachers in 5 universities, 377 duly completed questionnaires were returned by the teachers, the response rate was 83.77%.

4 RESULTS / FINDINGS / DISCUSSION

4.1 Demographics / Background of the Respondents

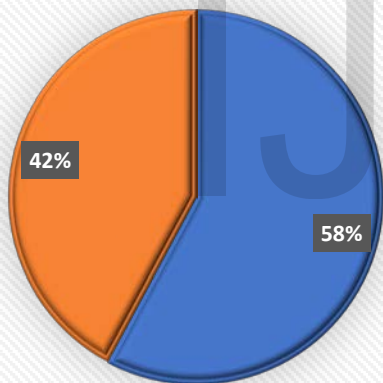
The basic information about the institutions, gender, age-group, qualification, and the experience of the respondents (teachers) is given below in the form of pie-charts:

Respondents (Teachers)



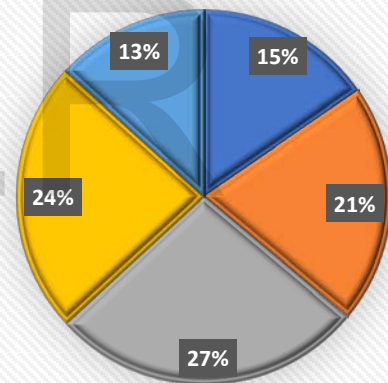
- Lahore Leads University
- University of Lahore
- Hajvery University
- University of Management & Technology
- Superior University

Gender

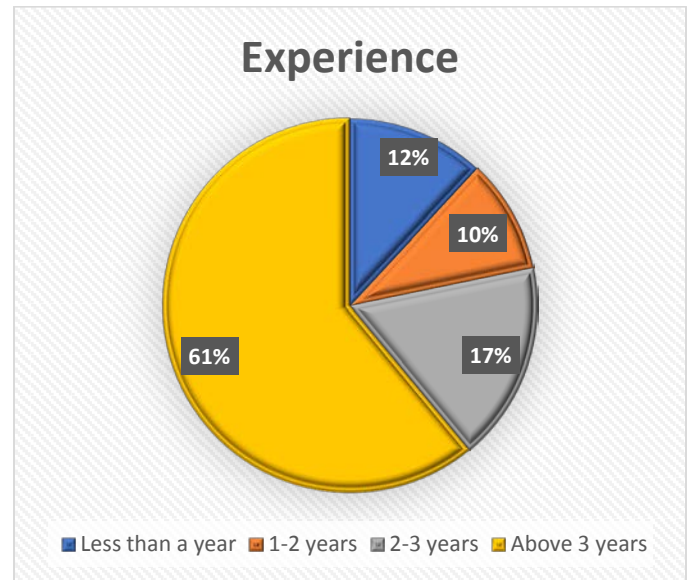
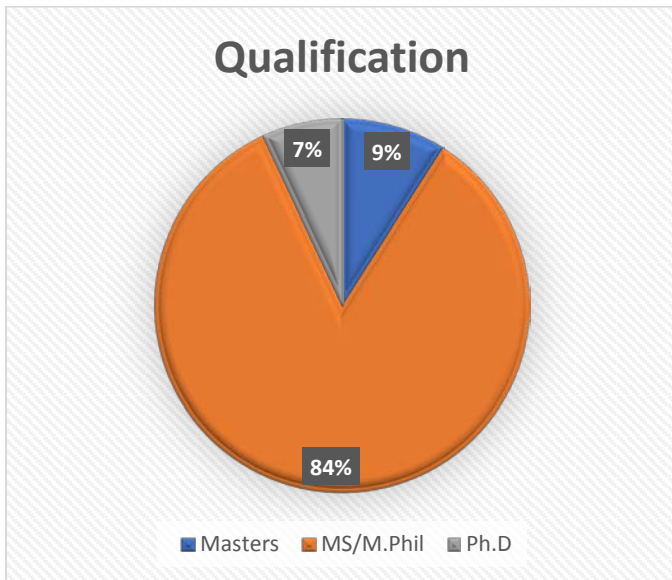


- Male
- Female

Age Group



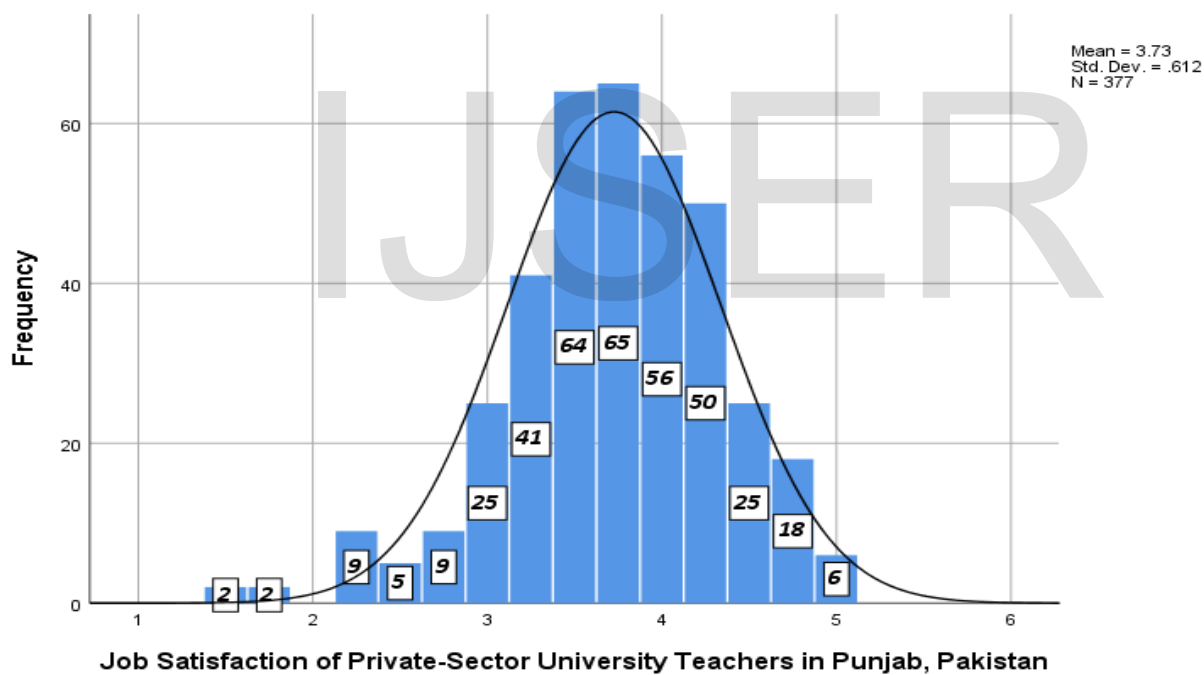
- Below 25
- 25-35
- 36-45
- 46-55
- Above 55

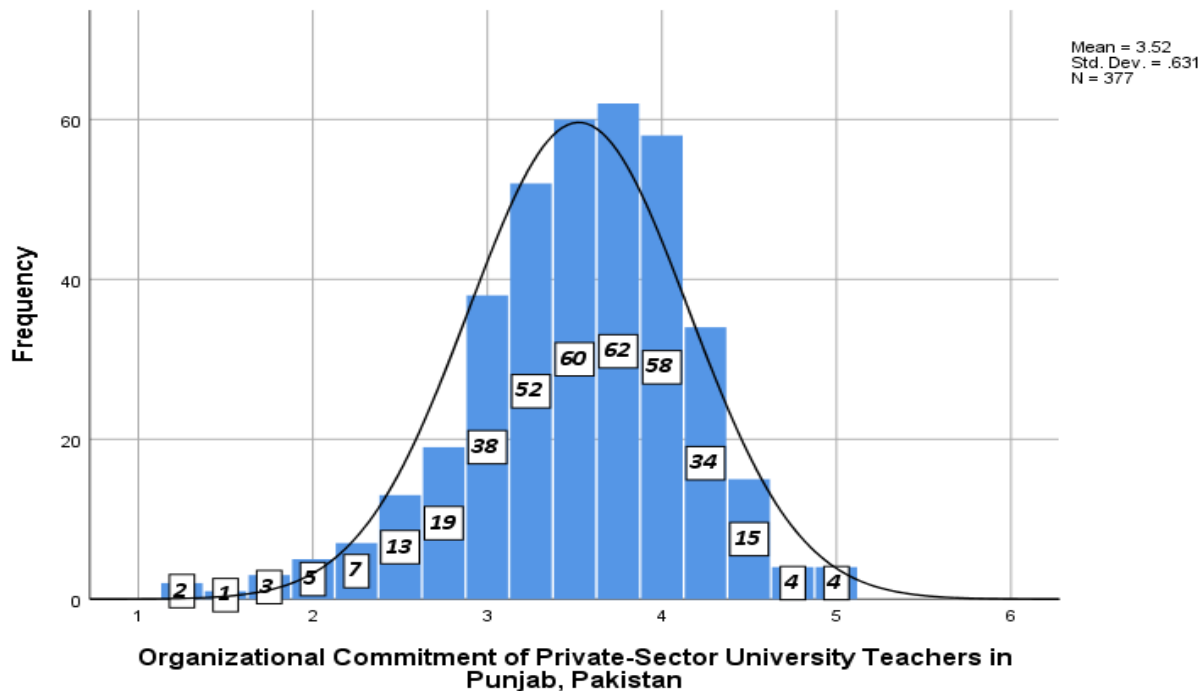


4.2 Normal Distribution of the variables

The histograms of "Job Satisfaction" and

"Organizational Commitment" are shown below, which depict that the sample values are normally distributed.





Correlation and regression analysis was performed by using SPSS version 25 to find out the relationship between the job satisfaction and the organizational commitment of

teachers working at 5 private-sector universities operating in Punjab, Pakistan.

4.3 Correlation Analysis

Correlation

		Job Satisfaction	Organizational Commitment
Job Satisfaction	Pearson Correlation	1	.529 ^{**}
	Sig. (2-tailed)		.000
	N	377	377
Organizational Commitment	Pearson Correlation	.529 ^{**}	1
	Sig. (2-tailed)	.000	
	N	377	377

** Correlation is significant at the 0.05 level (2-tailed).

According to the above correlation table for the sample size of 377 teachers, the Sig. (2-tailed) p-value is less than < 0.05 i.e. the results are below the level of significance of 5%, and with the confidence interval of 95%, the Pearson correlation

coefficient R is +0.529, which shows that there exists a positive moderate level of correlation between the job satisfaction and the organizational commitment of private-sector university teachers in Punjab, Pakistan.

4.4 Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.529 ^a	.280	.278	.536

a. Predictors: (Constant), Job Satisfaction

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.893	1	41.893	146.012	.000 ^b
	Residual	107.592	375	.287		
	Total	149.484	376			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Job Satisfaction

Coefficients^a

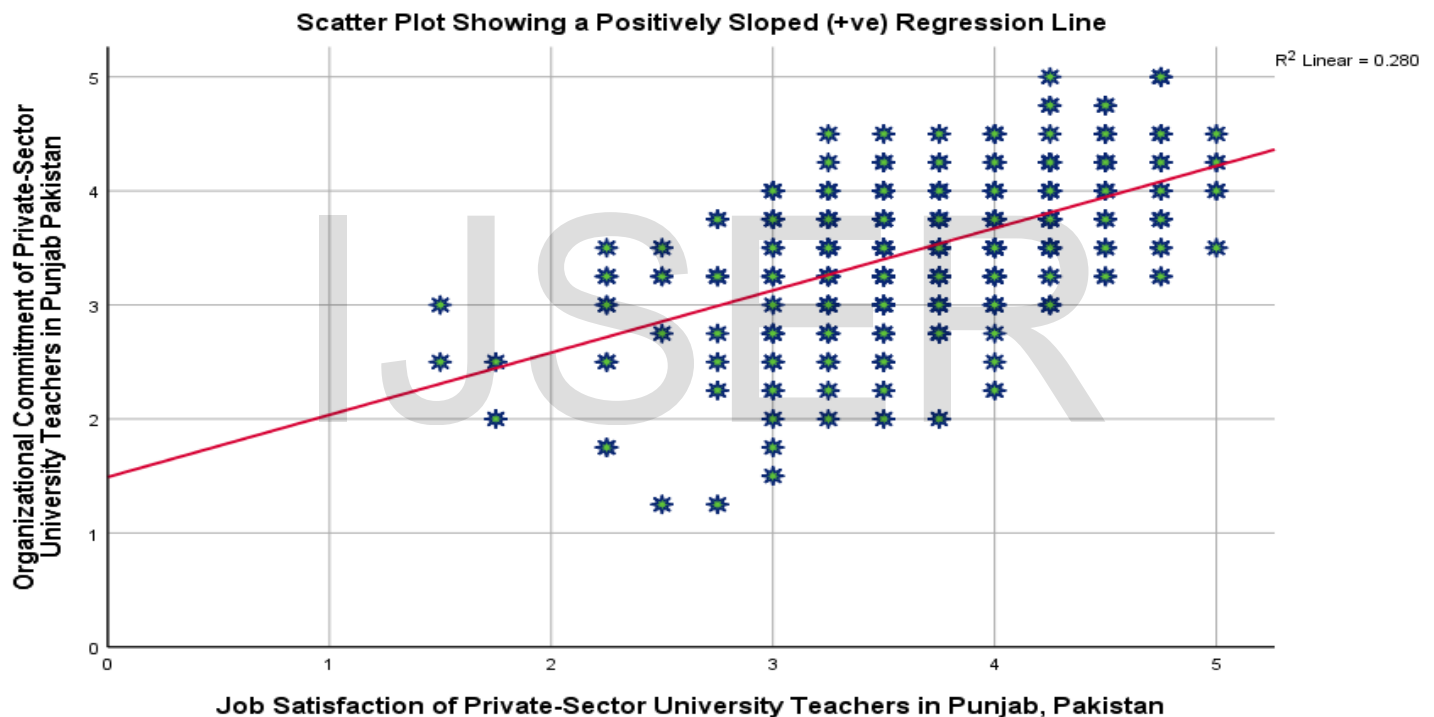
Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.490	.170		8.743	.000
	Job Satisfaction	.546	.045	.529	12.084	.000

a. Dependent Variable: Organizational Commitment

The regression analysis results reveal the R-square (R^2) (Coefficient of determination) value, which tells us that 28% of the variation in the organizational commitment is caused by the job satisfaction of private-sector university teachers, the remaining percentage 72% of variation in organizational commitment of teachers is caused by other factors that were not considered / measured in this research

study. The constant value is 1.490 (y-intercept) and the beta value i.e. the regression line has a slope = 0.546.

The scatter plot of the actual data is shown below, which clearly depicts the regression line showing a positive slope, which shows a direct significant positive relationship between the job satisfaction of private-sector university teachers and their organizational commitment.



The regression analysis shows that there exists a significant positive relationship between the job satisfaction of private-sector university teachers and their organizational commitment.

The regression equation which is evident from the above results is stated as follows:

$$Y = 1.490 + 0.546 X$$

$$\text{Organizational commitment} = 1.490 + 0.546 (\text{Job Satisfaction})$$

Where Y is the dependent variable (Organizational Commitment of Teachers),

And X is the independent variable (Job Satisfaction of Teachers)

Based on this equation, we can say that if the "Job Satisfaction of Teachers (Independent Variable)" increases by "1 unit", then the "Organizational Commitment of Teachers (Dependent Variable)" will increase by "0.546"

5 Conclusion

As the significance value, i.e. p-value is < 0.05 the level of significance i.e. $< 5\%$, therefore we reject our null hypothesis and accept our alternate hypothesis.

Summary of Hypothesis Results	
H1: There exists a significant positive relationship between the job satisfaction of private-sector university teachers, and their organizational commitment.	H1: Hypothesis supported: Yes

The findings of the study reveal that there exists a significant positive direct relationship between the job satisfaction and the organizational commitment of private-sector university teachers in Punjab, Pakistan, and the job satisfaction was found to be having a significant moderate level of correlation with the organizational commitment of teachers working at different private-sector universities operating in Punjab province of Pakistan. In other words, higher the job satisfaction, higher will be the organizational commitment of teachers, and vice versa.

6 LIMITATIONS OF THE STUDY

- 1) This research study was carried out in a very short span of time.
- 2) The study was carried out with a very limited budget and resources.
- 3) Convenience sampling design was used in this study due to shortage of time and resources.
- 4) This study only focused on the private-sector universities operating in the province of Punjab, Pakistan.

7 RECOMMENDATIONS

7.1 RECOMMENDATIONS FOR UNIVERSITY ADMINISTRATORS

- 1) Since the job satisfaction of teachers is positively linked to their organizational commitment, therefore the administrators of the universities should ensure that the teachers working at their universities remain highly satisfied with their jobs, so that the teachers remain committed to their institutions, and the occurrence of developing lowly committed teachers could be prevented.
- 2) The administrators should ensure the proactive formulation and implementation of strategies to address the needs of teachers which are having a lower level of job satisfaction.

7.2 RECOMMENDATIONS FOR FURTHER RESEARCH

- 1) This study used convenience sampling technique which is a non-probability sampling technique, due to the shortage of time and resources, further research can be carried out by using probabilistic sampling technique for generating more generalizable results.
- 2) The sample was taken from 5 private-sector universities operating in Punjab, Pakistan, due to shortage of time and resources, further research can be carried out on more number of universities for more generalizable results.

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