

## MOTIVATIONAL FACTORS INFLUENCING PRIMARY TEACHERS' JOB SATISFACTION IN PUNJAB PROVINCE

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### Abstract

The aim of this research is to explore the motivational factors that influence the job satisfaction of primary school teachers in province Punjab. The main objectives of the study are the influence of incentives, effect of supervision and physical condition on job satisfaction of primary teachers. For the sample of the study, 120 primary teachers were selected randomly from the population. Data collected through questionnaire. Data is analyzed by the use of statistical techniques of mean score and standard deviation. The job satisfaction of primary teachers is influenced by the motivational factors i.e. increase in salary, incentives in the form of cash rewards; head teacher's behavior promotes the spirit of team work. Primary teachers are satisfied with their jobs regarding the role of head teacher in the schools. Primary teachers are not fully equipped with the tools and resources that are helpful in doing their job satisfactorily. It may be recommended to the authorities to facilitate the primary teachers with professional tools and resources that may prove helpful in their job. Primary teachers felt satisfaction with the professional trainings that enhances their skills and abilities.

**Key Words:** Job Satisfaction, motivational factors, primary teachers

### 1 Introduction

Educational sector is most important institutional organization of a nation. It plays an active role in the development of the nation. It enables a country to stand on her feet. The importance of education has been recognized by the job satisfaction of its teachers even the developing countries like Pakistan. In this digital world, the governments of developing countries are willing to make investment in educational sector. At primary education, the provincial and local body governments have launched different schemes for the growth and improvement of educational sector.

Job satisfaction is considered to be the measure of an employee's satisfaction and contention to their work. The term of job satisfaction is frequently used now a day in the education sector. There are number of motivational factors that influence the level of job satisfaction of teachers at primary level. According to Saeed, Lodhi, Iqbal, Nayyab, Mussawar and Yaseen (2013) a few of these factors are the salary and benefits, the nature of the job, the environment, working conditions and leadership.

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**Objectives of the study are as follow;**

- To find out the influence of incentives on job satisfaction of primary teachers
- To explore the effect of supervision on the job satisfaction of primary teachers
- To find out the effect of physical condition on job satisfaction of primary teachers

**2 Review of Literature**

Better learning of students provides a sound foundation to a nation. A good teacher enhances the learning of students in encouraging atmosphere. So, they may learn knowledge and get information with ease. There are number of factors that influence the teaching and learning of a teacher. The pay package, job security, coworkers' co-operation, and promotion opportunities affect the level of job satisfaction of a teacher. Ghaffar, Ameer, Arshad & Urooj (2013) concluded that the most important factor having major impact on the satisfaction level of academic staff is pay level then it comes security, promotion opportunities and ultimately coworkers' co-operation. It's the duty of the contemporary government to fulfill the materialistic need of committed teachers.

According to Khalid, Irshad & Mahmood (2012) mentioned in their study conducted on job satisfaction among academic staff in selected universities of Punjab Province, they found that a pay differential does exist between private and public universities in Pakistan. They concluded that academicians in private sector universities were more satisfied with their pay, supervision, and promotional opportunities than the academicians of public university. As far as pay package play a significant role in the job satisfaction of teacher. A general perception prevails among teachers if they provided with better pays they would work better for the learning of students within institutions. The above mentioned study laid some practical suggestions to the stakeholders in educational sector and human resource manager on how to pay, promote, retain and maintain equity in the organizations.

If the pay package of teachers' increased they feel more comfortable and satisfied with their job. On the basis of the performance of a teacher, the institution rewards them and such type of reward would enhance the trust and belief of teachers. The relationship of job satisfaction and reward play a vital and significant role in the service of a teacher. The hypotheses were formulated to test the relationships between the independent variable and the dependent variable. The study revealed that employee rewards lead to employee retention but however, they do not result in job satisfaction (Terera & Ngirande, 2014).

The research of Chughtai & Parveen (2013) make us to know that overall public sector school teachers are more flexible and satisfied with their working load and working conditions as compared to private sector school teachers. Workload and working environment should be reasonable for each and every teacher. Teachers should be encouraged by their school heads for better performance. The motivated teachers showing good results in their subjects should be rewarded with incentives for the satisfaction of their job. Teacher work load play a vital role in the job satisfaction of a teacher. Work load and physical conditions of an institution promotes the level of satisfaction of teacher.

Team work and cooperation of other teacher encourages the work of a teacher. Co-workers cooperate with a teacher in lesson planning, delivering of lecture, in devising plan of action for

delivering knowledge and information to the students. Through discussion sessions they make share their knowledge. They make discussion on the contemporary issues. In this connection, they keep them in touch with current issues.

Job satisfaction of teachers always plays an important and significant role for achievement of objectives of institution for development of a nation. The researches exposed the comparison of job satisfaction of male & female, urban & rural teachers in connection with different factors affecting level of job satisfaction. Teachers were faintly satisfied with the basic dimensions of a job i.e. ability utilization, advancement, education policies, independence, compensation, creativity, recognition and working condition. The study of Ali, Zaman, Tabassum & Iqbal (2011) concluded that there was a significant difference of job satisfaction between male and female school teachers while there was no significant difference was found between the job satisfaction of urban and rural teachers. Thus, it is important to overcome the problems in education sector in order to give maximum job satisfaction to teachers.

According to Ahmad, Nawaz, Iqbal, Ali, Shaukat & Usman (2010) motivational factors increase employees' job satisfaction. Satisfied employees in return can help in improving institutional performance. The above mentioned research study concludes that significant relationship exists between intrinsic motivational factors including recognition; work itself, opportunity for advancement, professional growth, responsibility, good feeling about organization and employee job satisfaction. Job satisfaction improves the work performance among professionals. In educational sector, teachers are important as they facilitate the learning process by inculcating relevant knowledge, skills and attitudes to the students.

According to Waga & Simatwa (2014) support the above mentioned idea that the factors that influenced job satisfaction of a teacher in public primary schools were: job security, cordial working relations with colleagues, good medical services, security, good transport and recognition by the masses. The government should put in place and improve the factors like salary, working conditions and method of promotion that greatly increase teacher loyalty and satisfaction with the job in order to perform well in the school as well as within the classroom..

### **3 Methodology**

The present study was a descriptive survey in nature. In the study the researchers focused on the influence of motivational factors on teachers' job satisfaction. The population of the study comprised all the primary teachers in the District Pakpattan. For the sample of this study 120 primary teachers were selected randomly from the population. The questionnaire was constituted after the detailed review of literature. The items of the questionnaire are set in sequence with the help of expert researchers and senior teachers in the field. The validity of the questionnaire is marked with the expert opinion of the researchers in the field. The reliability of the questionnaire is checked by the Cronbach Alpha. The overall reliability of the questionnaire was 0.78 coefficient alpha.

#### 4 Data Analysis & Results

**Table 1 Incentives influence on Job Satisfaction**

S. No.	Statement	Mean	SD
1	Increase in pay package enhance teacher devotion toward job satisfaction	2.45	.732
2	Annual increment enhance teacher job satisfaction	2.46	.755
3	Result based cash reward enhance teacher's job satisfaction	2.67	.702
4	I receive the right amount for my work	2.05	.986

In table 1 the mean score of incentives for teachers goes from 2.05 to 2.67 and standard deviation from .702 to .986 reveals increase in pay package, annual increment and cash rewards enhances their devotion and work satisfaction toward their job. In this way, they get the opportunity to improve their skills and teaching habits. Primary teachers are not receiving the right amount for their work if incentives increased for primary teachers to encourage them to work with satisfaction. They would work with devotion and would feel satisfaction in their work.

**Table 2 Effect of supervision on job satisfaction**

S.No	Statement	Mean	SD
5	Head teacher promotes an atmosphere of team work	2.55	.563
6	Head teacher actively listens to my suggestions	2.55	.578
7	Head teacher enables me to perform at my best	2.54	.564
8	Head teacher behavior increases teachers level of job satisfaction	2.88	.421
9	Head teacher evaluates my work performance on regular basis	2.19	.639
10	Head teacher provides me with actionable suggestions on what I can do to improve	2.33	.568
11	Overall all my Head teacher does a good job	2.38	.638

In table 2 the mean score of effect of head teacher supervision on job satisfaction of primary teachers goes from 2.19 to 2.88 and standard deviation from .421 to .639 reveals head teacher promotes an atmosphere of team work, listen teachers' suggestions and gathers information from staff members before making decisions it makes teachers more dedicated and satisfied toward their jobs. Head teacher evaluates the work performance on regular basis and in this way hardworking teachers feel satisfied with their jobs. One of the major things is the behavior of head teacher that make the primary teachers satisfied with their job. Primary teachers are much satisfied toward their job due to the good behavior of their head teachers.

**Table 3 Effect of physical conditions on job satisfaction**

S.No	Statement	Mean	SD
12	My job gives me the opportunity to learn	2.70	.574
13	Physical working conditions in this school is satisfactory	2.27	.707
14	It is easy to get along with my colleagues	2.29	.679
15	I have the tools and resources I need to do my job	1.72	.822
16	I have the training, I need to do my job	2.55	.684

In table 3 the mean score of effect of physical condition on job satisfaction of primary teachers goes from 1.72 to 2.70 and standard deviation from .574 to .822 reveals primary teachers' job give them the opportunity to learn new things and skills from the physical environment. Majority of the teachers have the view, they have the tools and resources that are helpful to do their job easy to their satisfaction. They have sufficient training to do the needful to their job.

## 5 Findings and Conclusion

The results of this study indicated that the motivational factors influence the job satisfaction of primary teachers in Punjab Province to great extent. From the findings of the study it is clear that increase in salary and students' result and performance based cash rewards are important factors for primary teachers' job satisfaction. Such type of incentives enhances the devotion and professional skills of teachers, and also encourages them to work with enthusiasm. Head teachers democratic behavior promotes the team work spirit. It makes the head teacher able to listen the problems of teachers and to resolve them on urgent basis. Majority of the teachers are satisfied with the role of their head teacher in the school. The findings of the study concluded that primary teachers job not only provide them teaching to the students but also gives them opportunity to learn from the environment and to work satisfactorily in their physical working conditions. The study concluded that primary teachers have not provided with the tools and resources that are helpful in doing their job satisfactorily. It is found that primary teachers have the training session throughout the years for enhancing their professional development toward their jobs. So, teacher trainings regarding their job are important factors that influence their job satisfaction to great extent.

## 6 Recommendations

It may recommend to the authorities and stakeholders in the education sector, to provide the required tools and resources to the primary school teachers. So that they work with full devotion and would work for the e betterment of the students and nation at large.

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