

Job Satisfaction and Work Morale among Ph.D's A Study of Public and Private Sector Universities of Peshawar, Pakistan

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Abstract

This study is assumed to investigate how job satisfaction and work morale affect the work performance of the Ph.D's. The respondents involved in this study are Ph.D faculty members of different public and private sector universities of Peshawar, Pakistan. The reliability test was conducted for the different research questions. Regression and Correlation analysis was used for data analysis. The study revealed that, there is positive and significant effect of work morale and job satisfaction on quitting intention of Ph.D's. The research is of high practical value, it could serve as a guide to enhance employee's job satisfaction and work morale for to minimize the intention of quitting job. The study further elucidates that how highly qualified faculty members retain with the organization.

Keywords: Job Satisfaction, Work Morale and Quitting Intention.

Introduction

The essential trait and desire of every organization is creation of satisfied workforce that ultimately leads to optimum worker performance, because there are many factors which are directly related with job satisfaction such as performance, Work morals, absenteeism, turnover, and productivity. If employees are de-motivated or dissatisfied then it leads to absenteeism and unnecessary turnover (Oshagbemi, 2003). On the other hand we can enhance efficiency, effectiveness, productivity, job commitment, creativity and minimize employees' turnover through satisfied employees' albeit the concept if o high value to the business organization still there are very limited organizations who think about job satisfaction (Munhurrun, Naidoo, and Bhiwajee, 2009).

The main concept behind job satisfaction is creation of favorable feelings regarding the organization or work environment that ultimately leads to more involved and committed workforce, that not only believes in the objectives of the organization but is also motivated to identify and stay with the organization (Armstrong, 2009), whereas unfavorable feelings for work environment or organization lead to job dissatisfaction. Talking about job satisfaction of teachers especially at the PhD level, there are various factors that may play a vital role to make them behave positively towards work environment such as recognition, working condition, job security, personal life, salary, relationships with managerial staff, status, supervision, and promotion policies (Furnham, 1997). As we know that level of job satisfaction in similar working environment is different among teachers due to some biographical elements which may contribute a major role in some other factors which may effect.

Due to the establishment of new universities in Pakistan, the academic staff may face various problems in their job as the management of the university is facing competitive forces from their external environment. The main objective of this research is to point out the level of job satisfaction among Ph.D's in different public and private sector universities. And identify the main issues or problems which create hurdle in the performance of the Ph.D's faculty members and also find out the factors which leads towards job satisfaction. In the present study the work behaviors' that are included in the scope of study are Intention to Quit and Work Morale.

Literature Review

Job Satisfaction

The role of management in an organization is important feature which affects job related stress among different employees (Alexandros-Stamatios, Matilyn and Cary, 2003). There is strong relationship between family and work environment and these two factors are interdependent, one factor affects the quality of life of the worker (Sarantakos, 1996). According to Lasky (1995) the demands associated with family and finance can be a principal source of the supplementary organizational tension. However at work Beehr, Walsh and Taber (1976) found role ambiguity to which affect work stress. Vinokur-Kaplan (1991) indicated that there are many factors that are negatively related to job satisfaction for instance working condition, workload, work environment, organizational cultural or internal policies of the organization.

The satisfaction of work is an emotional agreeable state that results from the evaluation of the work of someone as attaining or simplifying of the achievement of values of work of someone (Locke, 1968). There is strong influence of job satisfaction on employee behaviors such as psychological distress, absenteeism, turnover, and job performance (Chen, Yang, Shiau, and Wang, 2006).

The academic personnel in an institution of higher education are a key asset and have an important role in the attaining the goals of the institution (Capelleras, 2005). The prime duties of teaching staff are teaching, conducting research work, and managerial work in administration (Oshagbemi, 2000) Higher education functions play a vital role in university faculty's job satisfaction and the primary tasks of higher education are to train students for the competitive market, deliver comprehensive knowledge, manage national development requirements and pursue educational development (Chen et al., 2006).

The research work on university teaching staff is quite precious (Kusku, 2003). Gruneberg, Startup and Tapfield (1974) also studied for the growth of university teaching staff. He reported that there is effect of some geographical aspects on job satisfaction of university teachers. Cagliyan (2007) probe the difference and relationship between public and private university and the level of job satisfaction of teachers. He also points out that, organizational culture directly affect the teachers performance towards university.

Positive attitude of the employees with their jobs is directly linked with job satisfaction and it is not only link with general satisfaction. The level of job satisfaction of teaching staff is influenced from level of perception and life satisfaction. General satisfaction is one of the key components of life satisfaction, which includes expectations, desire, needs and wants etc. There are strong relationship between job satisfaction and life satisfaction, but job satisfaction play a vital role and affects life satisfaction more. The role of academic research contributes a positive impact on business activities due to rapid development in private sector especially in multinational companies. Universities provide different environment in organizations and different job activities as compare to business corporations (Aksaray, Yildiz, and Ergun, 1998).

The important thing for employee is to attain work environment meaningful, precious and find himself to be developing. For the attainment of more satisfaction from environment the job should be meaningful. Fulfillment of employees' individual expectation is playing a vital role in job satisfaction. So there is a positive relationship between job satisfaction and individual expectation from the job (Loscocco and Roschelle, 1991).

There are five dimensions for the understanding of job satisfaction such as working condition, wage, managerial policies and strategies, the level of quality in working environment, and different trends regarding working environment (Luthans, 1992). The Wage factor has strong impact on the other factors because the basic objective of every employee is to increase his or her wealth. The most significance part of the higher education of educational institutions is quality assurance, because we know that the economic growth and development of every organization or we can say that every nation is depends upon some fundamental factors such as basic education, science and technology, human resource and entrepreneurship (Rose, 2003).

There is adverse effect of quality assurance program or performance appraisal on faculty members of higher education especially in universities, those who are already engaged in research projects, development and other developmental activities of the universities. They are demotivated by performance appraisal system, because the deliverables of research project and other things shows the performance of the faculty members (Harvey and Knight 1996).

There are various factors which play a vital role in employees' job satisfaction such as Organizational culture, firm's structure, working environment, policies and strategies etc. (Hofstede, 1994). Different studies point out the relationship between job experience and job satisfaction for example teachers mainly in university level have less than 5 years experience and above 11 years are in greater job satisfaction than those are six to ten years (Mertler, 2002). Crossman and Harris (2006) recognized significant relationship between age of the employee and job satisfaction, there are different age groups e.g. 23-33 years age groups which has higher job satisfaction than as compare to 34-50 years age groups and the last one is above 50 years age group has again higher job satisfaction but lower than the first one. Another strong relationship is between gender and job satisfaction, he stated that female teachers are more satisfied as compare to male teachers but the main problem with female teachers is turnover especially in Asian countries. Contrariwise other research works shows that the male teaching staff is in highest level of job satisfaction as compare to female teachers.

Currently, different universities and companies use performance appraisal system to assess the employees' performance, for this various organizations introduce reward mechanism system for those employees' who perform worthy services and it leads to job satisfaction. Abroad training is also a significant factors and it leads to job satisfaction because the performance of well trained employees' increases the wealth of the organization. (Malaysian Employers Federation, 2007)

Work Behavior and Intention of Quitting Job

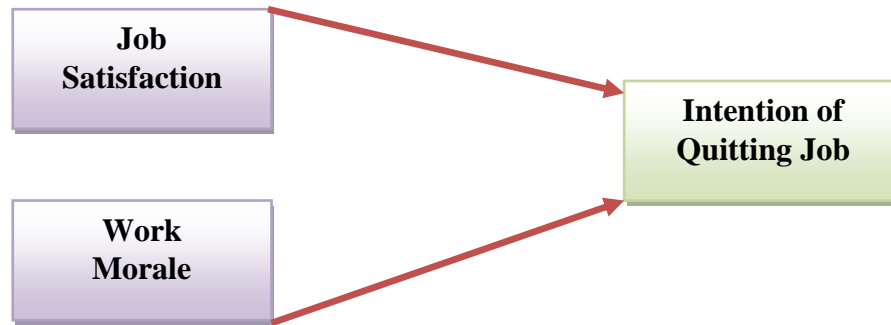
Job performance and work behavior can be affected with stress at workplace. There are numerous factors which affect job performance for instance psychological withdrawal (Bettencourt and Brown, 2003). In the different way Broadbridge (1999) identified that there is a strong relationship between stress and effective job performance, on the other hand we can say that there is positive effect of stress on job performance. Similarly Mathur et al. found that, a mild stress is very essential tool for the efficient performance of the employees'. Studying the teachers' behavior in New South Wales, McCormick and Barnett (2011) identified that bad behavior of students towards teachers' constantly creates stress which is less likely to be effective.

Meaningful contributor to the employees' intention to quit his/her job is work stress, though there are other factors which actually quitting of job. The researchers and employers main attention is actual quitting behavior (Moore, 2002). In the same way Calisir, Gumussory and Iskin (2011) identified that quitting intention are exposed by organizational commitment and job satisfaction. Similarly there is negative indirect effect of job stress and role ambiguity on intention to quit. There is numerous stressors face by teachers on routine basis and it leads to job dissatisfaction and finally the intent to quit. He also identified that work morale and job stresses in university level Ph.d's faculty members found positive experiences to be stronger factors of work morale as compared to psychological distress, while bad experiences is strong factors of psychological distress as compared to work morale.

The basic reason of work stress is dissatisfaction and it reduces employee work morale and organizational commitment. Fundamental element for business existence and growth is high level of employees' work morale, while deliverables of low work morale affect the performance of the individual and organization. An individual's attitude shapes his/her behavior towards the main operating organizational activities (Trout and Rivkin 2001). Different studies also identifies that there is direct relationship between respondent's demographics and work behaviors, because different people have different cultures, norms, values, experiences, ages and educational background. There is no gender dependency on work stress, because

effect of work stress is equal in men and women. Employees' age factor in all other demographics is directly related with stress. The level of burnout in younger or junior employees is higher than among seniors or over 40 years old age group (Aziz and Cunningham, 2008 & Russo and Waters, 2006).

Theoretical Framework



Hypothesis

- H1: Job satisfaction has positive and significant impact on intention of quitting job.
- H2: Work morale has positive and significant impact on intention of quitting job.

Research Methodology

Data Collection

Different public and private sector universities were selected for the data collection through questionnaire in Peshawar, Pakistan. Total 80 questionnaires were distributed, of which 50 were returned. Respondent of the questionnaire were with different age group, and designation level.

Analytical Techniques

SPSS version 20 is used for data analysis. Each item of questionnaire is based on five points Likert Scale from strongly disagree to strongly agree. Cronbach's Alpha is used to assess reliability of variables and items in questionnaire, regression and correlation are used to assess the impact and association between variables.

The scales and their reliability

Table 1: Scales and their Reliability

Subscales	Cronbach's Alpha Reliability (α)	N of Items
Job Satisfaction	0.870	19
Intension of Quitting Job	0.729	5
Work Morale	0.702	5

The above table shows that, Cronbach's Alpha is 0.870, which indicates a high level of internal consistency for scale of Job Satisfaction whereas the reliability of second scale Intension of Quitting Job is 0.729 which is also shows the sufficient internal consistency, and the reliability of the last subscale which is Work Morale is 0.702 shows the average internal consistency.

Results and Analysis

Testing of Hypothesis One

H1: Work morale has positive and significant impact on intention of quitting job.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.778 ^a	.605	.596	.34825

a. Predictors: (Constant), Work Morale

The above table provides us the values of R and R Square. The value of R is 0.778 which represents the simple correlation. This means that variables work morale and quitting intention varies together 77.8 % of the time. The value of R Square 0.605, this means that 60.5 % of the total variation in the quitting intention is accounted for by the variation in the employee's work morale.

Table 3: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8.906	1	8.906	73.433	.000 ^b
Residual	5.821	48	.121		
Total	14.727	49			

a. Dependent Variable: Intention of Quitting Job

b. Predictors: (Constant), Work Morale

Output of table 3 that shows ANOVA statistics includes F statistics value as 73.433 and significant at 5 %. This means that the model is statistically reliable.

Table 4: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.958	.280		3.425	.001
	Work Morale	.735	.086	.778	8.569	.000

a. Dependent Variable: Intention of Quitting Job

Since the above table shows the calculated value of $t = 8.569$ exceeds the tabular value of $t = 2.306$ for the 5 % level of significance with 8 degree of freedom (df), we accept the H1 that "work morale has positive and significant impact on quitting intention" there is in fact a significant relationship between work morale and intention of quitting job at 5 % level means that we are 95 % confident that such a relationship exists.

Testing of Hypothesis Two

H2: Job Satisfaction has positive and significant impact on intention of quitting job.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.760 ^a	.577	.568	.36020

a. Predictors: (Constant), Job Satisfaction

The above table provides us the values of R and R Square. The value of R is 0.760 which represents the simple correlation. This means that variables job satisfaction and quitting intention varies together 76 % of

the time. The value of R Square 0.577, this means that 57.7% of the total variation in the quitting intention is accounted for by the variation in the employee's job satisfaction.

Table 6: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8.500	1	8.500	65.512	.000 ^b
Residual	6.228	48	.130		
Total	14.727	49			

a. Dependent Variable: Intention of Quitting Job

b. Predictors: (Constant), Job Satisfaction

Output of table 6 that shows ANOVA statistics includes F statistics value as 65.512 and significant at 5 %. This means that the model is statistically reliable.

Table 7: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.178	.435		-.410	.684
Job Satisfaction	1.005	.124	.760	8.094	.000

a. Dependent Variable: Intention of Quitting Job

Since the above table shows the calculated value of $t = 8.094$ exceeds the tabular value of $t = 2.306$ for the 5 % level of significance with 8 degree of freedom (df), we accept the H1 that "job satisfaction has positive and significant impact on quitting intention" there is in fact a significant relationship between job satisfaction and intention of quitting job at 5 % level means that we are 95 % confident that such a relationship exists.

Discussion

The aim of study was to find out the effects of job satisfaction and work morale on intention of quitting job among Ph.d faculty members in various public and private sector universities of Peshawar, Pakistan. The focal point of this research was to determine the determinants that can enhance job satisfaction in various public & private sector universities of Peshawar, Pakistan. In this research two factors were chosen i.e. job satisfaction and work morale and its impact on intention of quitting job among PHD faculty members.

The literature revealed that if organization is working on job satisfaction of its employees, it will create a loyalty towards its job and motivation which ultimately results in the lower intention of quitting job. It also explained that work morale has also the basic ingredient in any successful organization. If organization is providing a better environment, rewards on performance then it will minimize the intention of quitting job in workplace. There can be so many factors that can affect job satisfaction I both positive and negative manner however, this thesis has discussed two main determinants that can significantly impact job satisfaction. Through the review of literature two main hypotheses were developed.

The first hypotheses were to check that Job satisfaction has positive and significant impact on intention of quitting job & Work morale has positive and significant impact on intention of quitting job.

The Data were generated primarily with the help of the random distribution of questionnaire. A total of 80 questionnaires were distributed of which 50 were returned to the Respondent of the questionnaire were with different age group, and designation level. Each questionnaire was composed of three main parts i.e. demographics (Age, Gender, Cadre, Education, Work Type, Marital Status), independent variable (job

satisfaction & work morale) and Dependent variable (intention of quitting job among Ph.d faculty members). The questionnaire was designed under five point Likert's Scale.

All the three variables were statistically tested through SPSS against intention of quitting job among Ph.d faculty members. Every variable shows the very significant result. The Reliability test of all three variables was done which shows that all variables are reliable. Then the Regression Test was applied on each hypothesis which shows that significant impact. And thus shows that the hypothesis is positive. It means that job satisfaction & work morale has the positive significant impact on intention of quitting job.

Conclusion

This research paper explains that job satisfaction and working morale has positive impact on intention of quitting jobs. This paper seeks to ensure those variables that have significant impact on intention of quitting job. Job satisfaction is one of the factor that employees desire of now days. The findings of this research paper shows that if high pay, rewards and appreciation were given on constant basis it will lead to job satisfaction among Ph.d faculty members and it will minimize the level of intention to quitting the job This research paper had shown that the Ph.d faculty members have high ratio of intention of quitting jobs because they do not attain the level of satisfaction and good work morale in their working universities.

Both two hypotheses will be more beneficial because it can leads towards other attainments as well that is

- Organization will have the trusty atmosphere if they increase flexible communication among Ph.d faculty members
- Organizations will not lose the Ph.d faculty members if they keen to provide good working morale to them.
- Organization commitment will increase with the increase of job satisfaction & work morale for Ph.d faculty members.
- Organization will have the most efficient and effective work plan for the accomplishments of goals and objectives

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