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Teacher's Job Security and Workload Factors Affecting Job Satisfaction of Teachers in Multan (Southern Punjab)–Pakistan

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Abstract: The educational system in any country plays a vital role for the development and achieving infrastructural goals. Pakistan since last few decades is facing critical economic and developmental challenges. The nature of work conditions in public and private organizations are getting more intensified and employees are facing critical time in term of workload, job security and satisfaction issues. This study is aiming to investigate the relationship between job security and workload factors influencing teacher's job satisfaction. This paper has use SMART-PLS-SEM to examine the data using quantitative research techniques. The study was conducted among 266 teachers. The teachers' job satisfaction was determined by two separate measures namely the teacher's job security and workload influencing teacher's job satisfaction. This study was trigged as teachers in higher education institutions were facing challenges regarding their job security and workload. The outcome exposed that there is an important relationship among teachers job security, workload, and teacher job satisfaction. The effects of these factors call further research. There is prerequisite to carry out a similar but comparative study in rural settings. In addition, it is very important to comprehend the significance of teachers' job satisfaction where the industry is so uncertain. There is a need to address job satisfaction and workload stress with appropriate assessment such as rating system and teachers' satisfaction index evaluation according to the tasks and work pressure allocated to each and every teacher. This reach adds value to knowledge by making universities, institutes and colleges administration to know the causes of teachers' uncomfortable zone regarding their job security and workload. Conversely, it is also important for the administration in these institutes to well understand the needs and demands of their teachers and what factors will contribute to their satisfaction.

Keywords: *Teachers job satisfaction, workload, and job security.*

1. Introduction

HR is the most valuable asset of any institution. There is the cornerstone of any working place. The educational sector is the most important sector to be considered in our economy. Teachers have an important role in building the financial structure of our economy so the responsibility of state to encourage teachers for their profession through incentive or different enticement (Wiley, 2001). Level of employee satisfaction is one of the ways that make the organization successful. The success of education system depends on the contribution of academics (Yee, 2018). They are the main source of any society for encouraging the nation bringing the children and youth of any nation towards positive as well as prosperous sides. Teachers become dissatisfied if they are not compensating with appreciation, recognition, security, salary, and self-respect (Haq & Hussain, 2014). Teacher's satisfaction is a sort of universal problem (Cheng, 2002). The most dangerous factor for all the professions is dissatisfaction. And it is even more miserable if it is in the profession of teaching (Dogan, 2016). The most crucial thing is to be satisfied with your job and environment or place where you are working. Worker performance is the main thing that does promote their value as well as attitudes.

The aims of this study to investigate all factors (workload, job security,) which could influence teacher's job satisfaction among private and public institutes in South Punjab-Pakistan. Therefore the research objectives of this paper are:

- To examine the relationship between job security and teachers job satisfaction.
- To examine the relationship between workload and teacher's job satisfaction.

The educational structure in Pakistan is undergoing an organizational revolution in response to change in the technological, economic and cultural realms. The Public and private institution gives the same quality of service to the student with reasonable prices for them. Academics staff will lay more effect on working, and it will help the organization to produce more and higher quality employee graduates (Yee, 2018). Moreover, Hameed, Ahmed-Baig, and Cacheiro-González, (2019), informed that there are multiple reasons for teacher's job satisfaction which include recognition, responsibility, achievement, motivation.

However, in education industry the most contributing factor to dissatisfaction or satisfaction is teacher's job security (Oshagbemi, 1997) and sense of encouragement and appreciation is also important for teacher's satisfaction (Lankveld, Schoonenboom, Volman, Croiset & Beishuizen, 2017; Hameed, et al. (2019). On the similar note a study conducted on 406 teachers from public sector colleges in the Punjab - Pakistan, found that job satisfaction is largely due to intrinsic motivational reasons, which include recognition, promotions, and opportunities to acquire new skills (Nadim, Chaudhry, Kalyar, & Riaz, 2012). In addition, a survey and interview was conducted on 15 Public university professors in Badin Pakistan found that generally satisfaction or dissatisfaction with their jobs is mainly due to job security, working conditions and coworker relationships (Bhatti, Cheema, Shaikh, Syed & Bashir, 2014).

As the government is Pakistan is now paying more attention towards education, making new policies, introducing more projects to make it clear that "education for everyone". The root of these project starts from schools. If the children or students get the good quality education they become able towards their goals. A good education can be achieved if teachers pay full attention towards their job. The human resource department among educational institutes in Pakistan has great importance and institutes realize its meaning for their performance is rising with the passage of time. Universities and institutes are looking for competitive candidates and provide them market equivalent compensation to retain them and retain them as their satisfied employees. Improve student's academic performance, the institution should be ensuring that academics staff is satisfied with their job and deliver excellent job performance in the class (Yee, 2018).

2. Literature Review

In the 20th century is surrounds of worldwide competition and in this mostly institution are focus to attain the competitive advantage over others (Raza et al., 2015). Many researchers now a day's gives their focus on representing career for technical changes and international trends which produced a stormy natural context. In administration, it's contended that satisfied worker has higher performance. According to Noorshella, (2017) teaching and learning benefits and governess has a significant influence on job satisfaction of academician in public universities.

Job Satisfaction: The organization considers and used many tools for the satisfaction of an employee like as job security, workplace, targets etc. Raza et al. (2015) found that job satisfaction of the teacher is predicted by teacher retention determine of teacher commitment in turn contribution to school effectively. According to Hall, (1996) study less satisfied employee has more intention and tendency to leave the organization. In addition, Ostroff, (1992) proved in his study that satisfied of the teacher was linked with the theoretical accomplishment, organization obligation, throughput, teachers quality work and their performance as well. According to Mueller, et al. (1994); Price, (1997) demographic as well as administrative variable does have an impact on employee's commitment and this close impact is highly related to the job satisfaction of the employee. According to Brkich et al. (2002); Singh and Greenhaus, (2004) when staff skills and knowledge matches the performance then they perform well and also feel satisfied with their jobs. The satisfaction of mind is the right of all employees despite the difference in their cast, worksite, race, and religion. According to Graham and Messner, (1998) job satisfaction is all about measuring an employee assertiveness and session for his job. It is basically the combination of employee's insolvencies about their task. It's about their impression of their tasks and duties.

Job Security: On expectation about continuity in current job situation is job security. It has to do with employee feeling over the lose job or lose of desired job feature such as lack of promotion chances, current working conditions, as well as long-term career opportunities in the employee commitment job security is most important factor. Academics institution job security of teacher is ensured after the appointment of confirmation. In other words, the staff is accorded their tenure status. This means that the teacher cannot be dismissed from the job arbitrarily. Tenure, therefore, give the teacher a sense of job security (Abdullah, 2012). Many researchers have found that job security induce organization commitment of employees (Davy, 1997) investigate that job security significantly relate to employee satisfaction. Iverson (1996) find that job security has a significant impact on organization commitment. Job security significant has expanded and high light in the previous ten years feedback of employees why they change the organization. Raza et al. (2015) found that academic staff commitment is influenced by various factor but there is two major factors, (i) job security and (ii) job satisfaction. Job security is one's expectation related still in a job situation. Job security is an important part of job commitment (Akpan, 2013). Therefore, the following hypothesis is developed:

Hypothesis #1: There is a significant positive association between job security and job satisfaction among teachers in HEI.

Workload: Employee job satisfaction which work itself play vital role. For gaining competitive advantage company must enhance the employee creativity. This paper reflects that in order to use the inspiration of employee the company must give them challenging, environment, and a variety of tasks. It will also enable the employee to enjoy and have a sense of pleasure about it (Raza et al., 2015). A common problem of a teacher is workload due to leave their job. They are not able to pay attention to their job when teachers are involved in some other activates. Work overload also consist of school duties perform outside the classroom, they work more 40 hours per week. Many teachers work during the summer vacation. Those teachers may teach in summer classes, take other jobs, journey (Çogaltay, & Karadag, 2016). On the basis of the above literature review following hypothesis is developed:

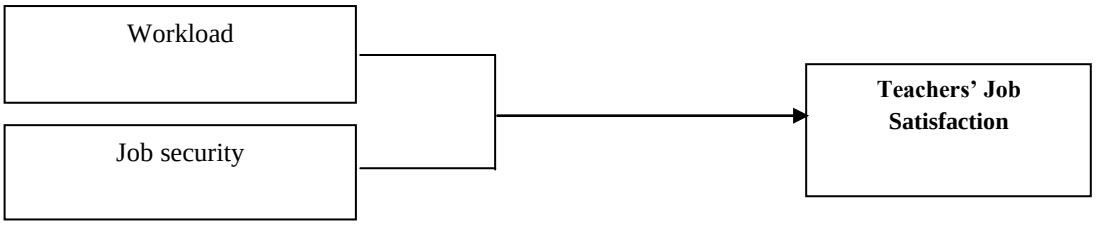
Hypothesis #2: There is a positive association between workload and job satisfaction among teacher in HEI.

3. Research Methodology

The methodology adopted in the research study discussed in this chapter. With that of methodology, Focus is also given to certain issues regarding data collection and sampling techniques. More attention is also given to the designing questionnaires and measuring process of variables. Our study is on the impact of organization factor affecting job satisfaction in the Southern Punjab. The study is an exploratory factors study that magnifies mainly on the identification of that is the response to their job satisfaction. For the research, instrument questionnaires are designed for getting the response of our respondents.

Research Model: To investigate the impact of the relationship between organizational factors provided by the institution to the teacher with that of job satisfaction, a proposed model of research is discussed below. Model research is as:

Figure 1: Conceptual Framework



Unit of Analysis: The unit of analysis is the main entity that is being analyzed in the research. It is the 'what' or 'who' that is being studied. In social science research, typical units of analysis include individuals (most common), groups, social organizations, and social artifacts. In this study unit of analysis are teachers from private universities, colleges, and schools.

Population Frame

Table 1: Population Table

S. No	Name of Private Institute	Private	Public Institute	Total	Percentage (%)
1	Universities	3	13	16	1.0
2	Colleges	1500	200	1700	77.0
3	Schools	5000	1005	6005	272.0
Total Population				**7721**	**350**

Therefore, a total of 266 questionnaires (response rate 81 %) were considered valid and usable to analyze the data Yee (2018). On the other hand, it should be noted that 15 to 20 % minimum response rates in the acceptance rate for the studies conducted in a similar industry; due to the nature of this study. The main problem in such studies is the difficulty to attain the respondents who pertains all the information regarding their institution. Those studies which explore the organizational level, this response rate is quite normal and acceptable.

4. Results and Analysis

Reliability and Validity: From Table 2 is demonstrating outer loadings, AVE, composite reliability, R-square, Cronbach's Alpha, communality, and redundancy. As proposed by Hair et al. (2006), that loading underneath 0.5 should be dropped with an exact end objective to enhance normal change extricated (AVE) esteem. They furthermore explained that dropping qualities below 0.5 are essential to eject errors and mistakes in estimation in this manner enhancing usually speaking SEM display fit. Complying with their recommendation, the researcher dropped the accompanying loading from workload: WL1 (0.073221), WL2 (-0.03922), WL3 (-0.10859), WL4 (-0.066987), WL5 (0.090612) and WL6 (-0.058842).

Table 2: Measurement Model

Variables	Items Codes	Actual Outer Loadings	Outer Loadings After Items Deleted	AVE	Composite Reliability	R Square	Cronbachs Alpha	Communality	Redundancy
Job Security	JS1	0.983057	0.983057	0.96424	0.996639	0.997793	0.99629	0.964235	0.913586
	JS10	0.98371	0.98371						
	JS2	0.98198	0.98198						
	JS3	0.981776	0.981776						
	JS4	0.981523	0.981523						
	JS5	0.979958	0.979958						
	JS6	0.980426	0.980426						
	JS7	0.983256	0.983256						
	JS8	0.981101	0.981101						
	JS9	0.982825	0.982825						
Job Satisfaction	JSAT1	0.986926	0.986925	0.96425	0.996306		0.99588	0.964249	
	JSAT10	0.980238	0.980238						
	JSAT11	0.981072	0.981071						
	JSAT2	0.981192	0.981193						
	JSAT3	0.981803	0.981802						
	JSAT4	0.979504	0.979504						
	JSAT5	0.980196	0.980196						
	JSAT6	0.984843	0.984842						
	JSAT7	0.980738	0.980737						
	JSAT8	0.982798	0.982799						
	JSAT9	0.982167	0.982168						
Workload	WL1	0.073221	Item Deleted	0.96817	0.991849		0.989042	0.968173	
	WL10	0.984443	0.98491						
	WL2	-0.03922	Item Deleted						
	WL3	-0.10859	Item Deleted						
	WL4	-0.066987	Item Deleted						
	WL5	0.090612	Item Deleted						
	WL6	-0.058842	Item Deleted						
	WL7	0.981123	0.983206						
	WL8	0.982356	0.983007						
	WL9	0.985015	0.984707						

Figure 2: Measurement Model with Actual Loadings

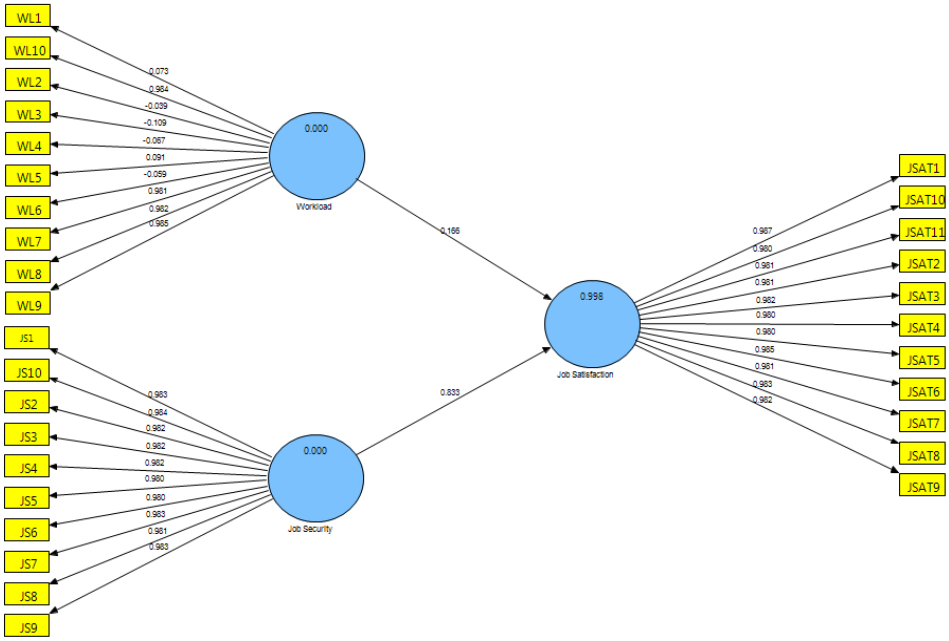
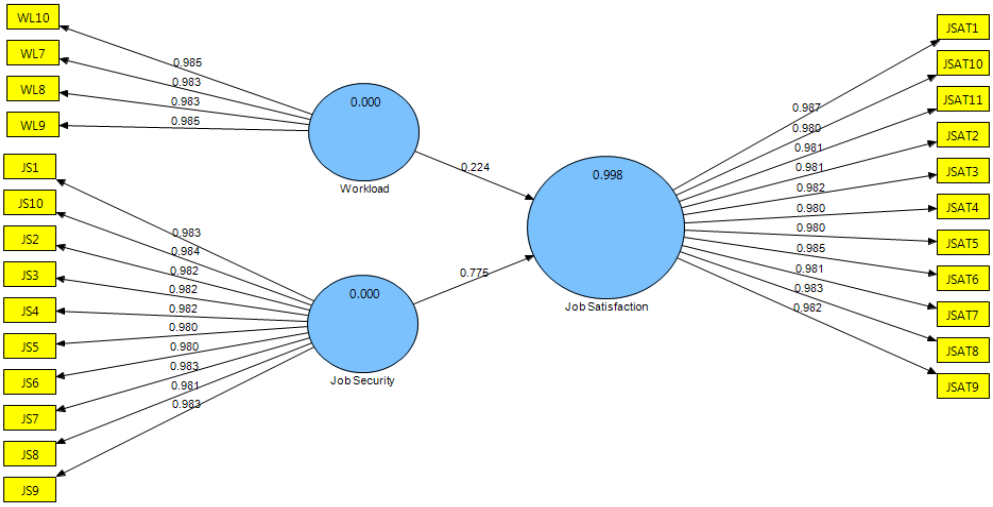


Figure 3: Measurement Model after Loadings Deleted



Hypothesis Testing: In this section, the researcher will look for the answers of the stated research questions proposed above. Which are as follows?

- To investigate the relationship between job security and teacher's job satisfaction.
- To investigate the relationship between workload and teacher's job satisfaction.

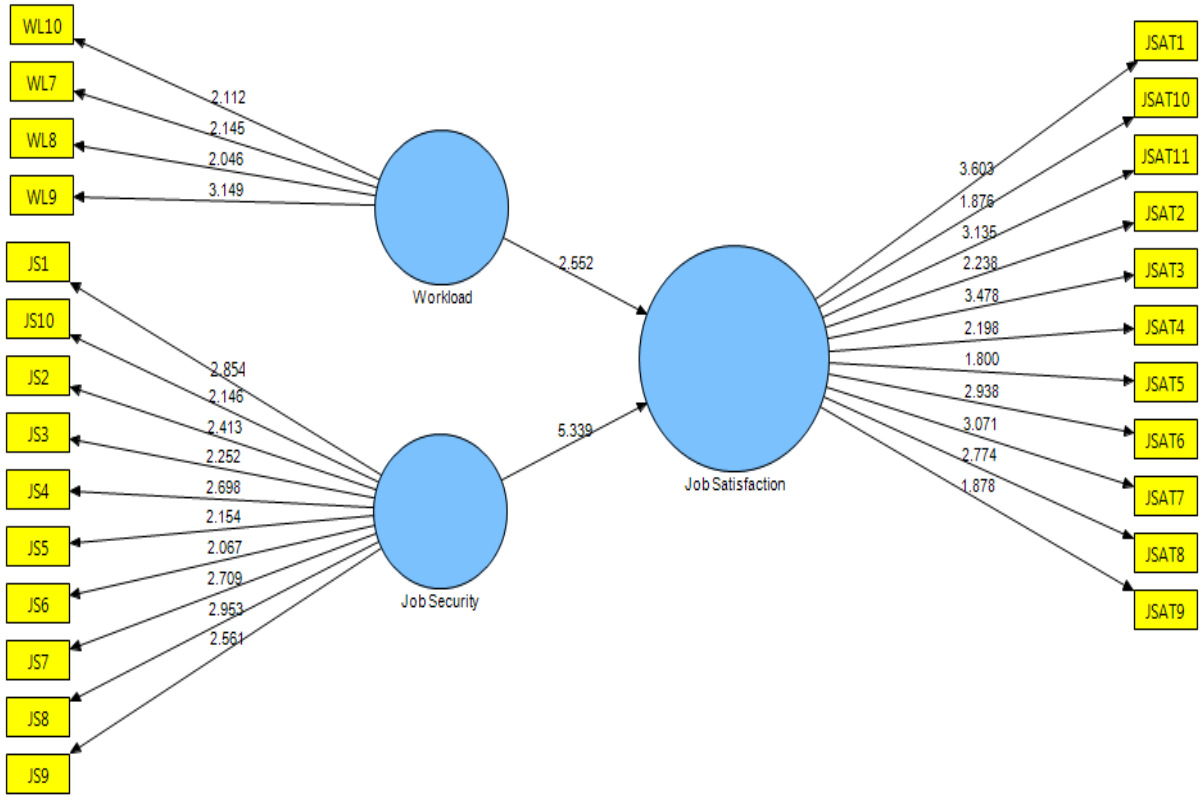
H_1: Job Security has a Significant Effect on Job Satisfaction: There is a significant relationship between job security and job satisfaction ($t=5.338868$, $p<0.05$) because t-statistic is greater than 1.96 (refer to the table 3). The relationship between job security and job satisfaction is the positive. Similarly, Dachapalli and Parumasur (2012) confirmed that the opinion of high job security is linked frequency to increase the level of job satisfaction among staffs. When dissatisfaction of job security exists, employees afraid that they may dismiss one day and it will persuade their job satisfaction and less retention to stay at the institution (Sverk, & Naswall, 2002).

H_2: Workload has a Significant Effect on job Satisfaction: There is a significant relationship between workload and job satisfaction (t=2.551566, p<0.05) because t-statistic is more than 1.96 (refer to table 3). Hence, simply conclude that workload significantly influence on job satisfaction. There is a significant relationship between workload and job satisfaction because t-statistic is more than 1.96. Hence, simply conclude that workload significantly influence on job satisfaction. Many researchers find his study that workload teaching and being a teacher could play a role as a satisfier daily target could be classified as factors that increase job satisfaction.

Table 3: Hypothesis Testing

Hypotheses	Relationships	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (|O/STERR|)	Acceptance / Rejection
H1	Job Security → Job Satisfaction	0.77518	0.635678	0.145196	0.045196	5.338868	Accepted
H2	Workload → Job Satisfaction	0.224321	0.244761	0.087915	0.037915	2.551566	Accepted

Figure 4: Structural Model



Discussion

This investigation of study that job security and job satisfaction has a positive correlation with each other. The institution can provide stability of job for a teacher to constant their satisfaction. In addition, Raza et al. (2015) workload plays a key role in employee job satisfaction. Employee inspiration enhances the company capability for gaining competitive advantage. On the same job, the employee feels motivated getting the different targets and they appreciate their freedom. There is a significant relationship between workload and job satisfaction because t-statistic is more than 1.96. Hence, simply conclude that workload significantly influence on job satisfaction. Many researchers find his study that workload teaching and being a teacher could play a role as a satisfier daily target could be classified as factors that increase job satisfaction Chipunza and Malo (2017), job satisfaction related to what people do their work such as work

itself. The consistent of many studies results that employee is satisfied with their nature and quantity of work.

Contribution of the Study: Contribution of study to the generation of knowledge about institutions and academics professionals of high learning forms base for a similar study suggest strategies that can be adopted in another district of Punjab, and other provinces of Pakistan.

5. Conclusion and Recommendations

Recommendations

On the basis of finding of this study, the researcher suggested the following recommendations:

- A similar study is carried out in a business environment to establish the role of clients in enhancing employee commitment.
- Further research is recommended for the contribution of other social stakeholders in education such as parents and institution management boards and committees.

Conclusion

The conclusion drawn from this study is that workload, job security are better predictors of teacher's job satisfaction. It would be realized that university teachers who experience job satisfaction are expected to exhibit high institutional commitment. The same would be applicable to the lecturer who perceives their job as being secure. Therefore, job security and job satisfaction are two related concepts that affect job attitudes and organizational commitment of the institution of teachers.

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