

Factors Affecting Job Satisfaction at public Sector Secondary Schools of Rahim Yar Khan

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Abstract

Purpose: The purpose of this research is to find out the factors which affect Job satisfaction at public sector secondary schools of Rahim Yar Khan. **Design:** This research is quantitative types. Sample size of 260 is selected and questionnaire is distributed among the secondary school teachers of city Rahim Yar Khan. 200 questionnaires were completed and returned. The sampling technique used in this research is convenience sampling. SPSS software is used to analyze the data statistically. **Findings:** The findings were teachers were satisfied with their job .The factor which makes them unsatisfied is Pay. It is concluded from the study that factors pay, working condition, locus of control, training & development, employee empowerment, relationship with coworker, relationship with supervisor, and nature of work have positive relationship with job satisfaction. **Practical Implication:** This study provides road map for managers or the top management how to satisfy their employees.

Keywords: Job satisfaction, pay, Locus of control, Employee empowerment, Turnover intention, Working Condition, Training and development, Relationship with coworker, Relationship with supervisor, and nature of work

Introduction:

The main purpose of this research is to identify the factors affecting job satisfaction at public sector secondary schools of RYK. Job satisfaction is most important in the education sector. Teachers play a significant role because they are the ideal personalities of the students. This chapter provides the brief discussion about background of study, Problem statement, significance of study, knowledge gap, scope of study and limitations.

Education has significance importance in economic and social development of a nation. Quality of education in a country shows the quality of its human resource. Expense in education is usually considered as an investment in human resource enrichment. The developed countries spend huge money for the provision of education to their people on the other hand developing countries also spend money but within their resources to provide education free or at minimal cost to their peoples. According (Jimenez & Lockheed, 1995) "Due to fiscal constraints a trend to rely on private sector schools is increasing"

According article 25-A of constitution of Pakistan The State will provide free and compulsory education to all children between the age of five to sixteen years in such manner as may be determined by law.

This study focuses on an investigation into the factors that affect job satisfaction in public sector teachers of city Rahim yar khan. This Research has motivated by many factors, which are given:

People are hesitated to send their kids at public sector schools. May reasons can be like not well environment and mostly they are not satisfied with their syllabus and teaching method.

I identified the factors which actually impact job satisfaction. Dissatisfaction leads to lower performance and poor results and the ultimate result is nation has to suffer in form of (leaving school in early stages, skills not polished) etc.

There are several studies conducted on job satisfaction in developing and developed countries but there are few studies conducted in Pakistan specially its small cities like Rahim Yar Khan.

In (2008) According Mustaqeem's comparative study found that majority of parents and teachers having various qualifications, from various age groups, different genders and various schools response that staff morale is same in all but they also reported that staff morale of private Sector teachers is higher than that of public sector teachers.

In (2009) According Liaquat's study found that quality of teaching is better in private sector schools as compared to public sector schools because private school teachers make pre plan lessons.

In (2008) study of Shaheen found that majority of public sector school teachers behave well, avoid disagreements, getting flair up immediately, blaming others, experiencing anger as compared to private sector teachers.

In 1993 Abid, Ishfaque and Gondal compared, the usage of modern teaching aids by the teachers of public and private secondary schools. It was found that teachers of public and private sector schools are have fully awareness about the benefits and effectiveness of teaching aids. Both types of teachers use teaching aids. However, the teachers of private schools use more teaching aids and models as compared to public school teachers.

The literacy rate of Pakistan is 56% and Pakistan rank 113 among 120. These findings are shameful for us which stimulated many of you to find out reason. There are many reasons specially budget allocation, corruption and many more. My study is related to find out factors of job satisfaction among teachers.

Management of people has significant aspect of organizational processes. This is emanated from the recognition that the human resources of an organization and the organization itself both have same meaning. A well-managed business organization usually considers the average employees as the primary source of productivity. Organization give importance to the employees rather than capital, as the core foundation of the business and leads to firm development.

To make happen the achievement of firm goals, through policies it creates an atmosphere of commitment and cooperation for its employees that make possible employee satisfaction. Satisfaction of human resource has close links to above average motivation of employees.

Employees with higher motivation create loyalty in other words commitment to the firm resulting higher productivity.

Problem Statement

Factors affecting teacher's performance at public sector secondary schools of city Rahim yar khan.

Research Purpose / objective

- To study the relationship of pay and teacher's job Satisfaction
- To study the relationship between locus of control and job satisfaction
- To study the relationship between teacher's empowerment and their job Satisfaction
- To study the relationship between turnover intention and job satisfaction
- To study the relationship between working condition and job satisfaction of teachers
- To study the relationship between training of teachers and their job Satisfaction
- To study the relationship between relationship with coworker and teacher's job Satisfaction
- To study the relationship between relationship with supervisor and job satisfaction
- To study the relationship between Nature of work and job Satisfaction

The purpose of the study is to find out possible factors which affect job satisfaction among public sector teachers in city Rahim Yar khan.

Research Question

- What is the relationship of pay and teacher's job Satisfaction?
- What is the relationship between locus of control and job satisfaction
- What is the relationship between teacher's empowerment and their job Satisfaction?
- What is the relationship between turnover intention and job satisfaction?
- What is the relationship between working condition and job satisfaction of teachers?
- What is the relationship between training of teachers and their job Satisfaction?
- What is the relationship between relationship with coworker and teacher's job Satisfaction?
- What is the relationship between relationship with supervisor and job satisfaction
- What is the relationship between Nature of work and job Satisfaction?

Significance of Study

The topic of job satisfaction has worth for studying, because satisfaction and dissatisfaction have impact of the performance of teachers, students and on the whole education itself. The research aimed at that the ministry of education and government must take into consideration the given factors of satisfaction and take measures in improving the educational sector of Pakistan. Although the education level is better in province of Punjab as compared to other provinces but it is not up to the standard. This study is conducting first time in city Rahim yar khan it is fruitful for the public sector schools but also a starting point for investigating more problems of public

sector in Rahim Yar Khan. The management of schools will get many benefits from this study.

Knowledge Gap

This study covers for the first time Job satisfaction of public sector secondary schools of city Rahim yar khan with the combination of these factors pay, locus of control, employee empowerment, turn over intention, working condition, relationship with coworker, relationship with supervisor, and nature of work.

Scope

This study gives worth in the following scope:

It identifies Job satisfaction of teachers of public sector secondary schools of RYK. Data is collected from male and female primary school teacher, elementary school teacher, secondary school teacher and oriental teachers. The time duration is in Month of May Data is collected and analysis is done in August.

Limitations of study

The limitation of study is affected by many factors.

- The current study is only considering public sector, it can be private and public sector and their comparison.
- It includes Limitation of resources like cost, time and most importantly unavailability digital library.
- There might be some other factors which has strong influence on satisfaction of teachers.
- This study covers very small geographical area which is only city Rahim Yar Khan.

Relevance of Study

- Education is very important sector.
- Students of department of management sciences are required to work on the research project for degree fulfillment requirement.

Literature Review

Job satisfaction

Job satisfaction is an indicator of emotional well being or psychological health (Begley and Czarina, 1993; Fox, Dwyer and Gangster, 1993). There are so many theories, In literature they have been applied for employee satisfaction. For example Maslow's need theory that suggests human need in hierarchical form which Range from psychological to self actualization.

Gupta and Jain (2003) give description that many factors such as salary, security, physical conditions, promotion, recognition etc. influence job satisfaction. Kumar and Pataki (2004) give description about job satisfaction and attitude towards work are highly Correlated. According researchers they defined Job Satisfaction as the employee's attitude and general behavior towards his job (Robbins *et al.*, 2010)

Employee job satisfaction has been connected with how people think, feel and perceive about their jobs (Specter, 1997). It is widely used in the area of human resources development where it is believed that employee reports satisfaction with intrinsic and extrinsic features of job (Chang, 1999). In other words job satisfaction is pleasurable emotional state outcome of appraisal of one's job or job experience (Locke, 1976).

Another theory related to definition of employee job satisfaction Used in the literature review. For example, Herzberg's (1968) motivation-hygiene theory factors involved that led to job satisfaction were separate and different from factors that led to job dissatisfaction. Factors that create job satisfaction are called motivators which include achievement, recognition, work itself, responsibility and advancement. Factors that restrain job satisfaction and lead to job dissatisfaction are called hygiene factors which include administrative policies, supervision, salary, interpersonal relations and working conditions (Petty *et al.*, 2005).

Job satisfaction is a pleasurable state which is resulting from the judgment of workers' job experiences (Kantar, 1994, 2000, 2010). Teacher's job satisfaction relates to the satisfaction of teachers while teaching and the perceived relationship between the hat he/she wants and offering to a teacher (Zambians & Papanastasiou, 2004).

Working condition

The researcher found that work environment is an important element of job satisfaction of employees. (Herzberg, 1968; Specter, 2008). The work environment, in the new research, was found to be important determinant of job satisfactions by these scholars (Reiner and Zhao, 1999; Carlan, 2007; Ellickson and Logsdon, 2001; Forsyth and Copes, 1994). There are variations in terms of pay packages, working conditions, incentives, recognition and fringe benefits for the employees (Lavy, 2007). Job satisfaction is negatively affected by the factors such as lack of promotion, working conditions, low job security and low level of autonomy.

Guest (2004), Silla *et al.* (2005) and (Ceylan, 1998) concluded that the working conditions have affect

on the satisfaction of employees. Working condition means comfortable proper work and office spaces, temperature, lighting, ventilation, etc. Some previous studies have reveals that low job-satisfaction levels can be mainly imputed to the physical working conditions (De Troyer, 2000). Workplace environment involves the location of the work, where the employee performs his/her duties and daily activities, such as office or site of construction. It generally involve factors like, noise level, fresh air, refreshment and the incentives like child care, also become a part of workplace environment. Workplace environment can have either positive or negative impact on the satisfaction level of employees depending upon the nature of work. If the working environment is good then employee can perform better. The working environment of the organization and working outcomes is directly proportional to each other; the more it is conducive the better the results will be. Employee satisfaction plays significant role in the success of organization. If the physical working condition is good then the employees will perform better. There are different aspects of the physical working environment satisfaction that contribute in employee's satisfaction. Researchers asked the question from the employees that may be how much you are satisfied with your physical working environment.

Training

Training is a set of planned activities on the part of an organization to increase the job knowledge and skills of its members in a manner that is consistent with the goals of organization (Landy, 1985). Georgellis and Lange (2007) defined job training as it is availability of written materials for learning, courses, seminars attendance, and conferences for the employees in organization. In literature many authors have supported the relationship of job training and employees satisfaction.

Similarly Shields and Wheatley (2002) found the lack of job training opportunities has impact on employee job satisfaction. Training relates to employees meeting present job and assignments.

Training should be tested on following areas:

- Relevancy of the training. Is the desired training relevant or not?
- Practicality of the training does the training feasible and applicable to the jobs of the trainees or not?
- How much time requires for training?
- The objectives of the training?
- Reliability of the training. Is the training reliable and valid to impart the knowledge or skills it is supposed to deliver?

Internet based trainings also save company's time and spatial differences are overcome in seconds as employees from department of finance who are working in China can easily learn new finance software tests and programs through internet training which is being conducted in America (Grotzky & Turner, 1997). In literature many authors argue that job training is a significant predictor of employee positive attitudes (Shields and Wheatley, 2002; Schmidt, 2007a, b).

Pay

Job satisfaction is result of different factors it includes like pay, promotion, the work itself, supervision, relationships with co-workers and opportunities for promotions (Opkara, 2002). Out of these factors mentioned above, pay is a very important factor.

Frye (2004) found that the relationship between equity based compensation and performance is positive. There are some empirical proved that there is positive correlation between compensation and performance (Gneezy and Rustichini, 2000; Gardner et al., 2004; Tessema and Soeters, 2006). The level of job satisfaction is affected with the level of pay and benefits and promotion system. Government must make policies for the satisfaction of employees to achieve organizational goal. The success of organization is greatly indebted to the motivated employees who play significant role in this regard. The employees can be motivated through enhancement in pay, allowances and promotion. The compensation can be defined as the remuneration received by employee from employer against his/her service provided to employer. The reward is found as the top most important factor of employee satisfaction. The increments granted to the employee in his/her pay indicates that how much this employee is important for organization. An employee should be awarded incentives according to his/her competencies for satisfaction.

It was judged that compensation plays significant role in human capital intensive firms to attract and retain expert workforce. Furthermore, the pay has important impact on the level of job satisfaction of employees. It was also found that changeable compensation has no effect on the level of job satisfaction (Igalens and Roussel, 1999). The study relative to the job satisfaction level of public sector employees was conducted and it was ended that the income is the major determinants of job satisfaction (Sokoya, 2000). Further investigation about relationship among job satisfaction and pay was conducted and it was found that job satisfaction is affected by the pay (Nguyen et al., 2003). Brudney and Coundry (1993) have explained different variables that have impact on performance of the employees in the organization. These involves such as pay, organization commitment, relationship between pay and performance, etc.

Employees Empowerment

Employees empowerment includes that to what extent employees are authorized in decision making in their daily decision making activities (Carless, 2004; Haas, 2010). Hales and Klidas defines its the sharing of power and authority with your peers. Cunningham et al. (1996) defines that the empowerment as the downgrading of power for decision making towards the employees without power. Conger and Kanungo (1988) describe empowerment as the concept related to motivation and a feeling to improve self-confidence among the employees.

According Thomas and Velthouse(1990) empowerment cannot be explained in just one manner rather than managerial implementations and feelings of workers must also be considered. As empowerment of the employees much linked with the techniques and methods of organizations, such as communication, confidence, motivation, employee participation, training and feedback, makes it necessary to analyze the idea and management direction from different points of view. When the authority type is checked, it is known that empowerment does capitulate useful result and when the constituents of sub ordinate's authority is checked, it is emphasized that the outcome will generate favorable results for both employer as well as for employees (Baruch, 1998). The studies conducted on employee empowerment show that it generates institutional commitment (Sigler and Pearson, 2000; Kim, 2002; Spreitzer; Mishra, 2002 and Han et al., 2009), stimulation (Caudron, 1995), performance (C, o`l, 2008; Locke, 1991; Sigler and Pearson, 2000) and client's fulfillment (Bowen and Lawler, 1992; Chebat and Kollias, 2000). The authorization of worker covers a large circle of usual activities and the mode the authorization activities are undertaken according to its inside that were grown, it is connected to satisfaction of employees that they will get. The authority which is taken from isolation, freedom of activities of individuals, shared administrative and quality of job (Eccles, 1993; Spreitzer et al., 1999b) and is prevalent (Bartunek), apprehends a form of employee's active participation program (Wilkinson,1998) and encourages the employee to make independent decisions without the including supervisor. So it means administrative manners are commenced from the lowest part to infuse confidence among the employees (Michailova, 2002). Giving authority and empowerment means that employees at any level can perform the leader's role and must be given authority to make decisions at their own level about problems concerning their community. While the supervisor must take the seat of the as trainer or as instructor for a positive change in the organization (Robert et al., 2000) to transform it into a vibrant institution where all levels of supervisors and employees are considered valuable (Lovelock, 1992; Humborstad et al., 2008b). Such practices can stimulate the leading employees to give quality service as an effect to which they are empowered. (Malhotra and Mukherjee, 2003; Hancer and George, 2003).

Relationship with coworkers

The important factors conducive to job satisfaction are mentally challenging work, equitable rewards, supportive working conditions and supportive colleagues. For most employees work also fills the need for social interaction and so, friendly supportive employees also lead to increased job satisfaction (Drago and others, 1992).

The scholars earlier found that environmental factors are important determinant of job satisfaction. The level of salary, promotion, appraisal system, climate management, and relationship with colleagues are the important factors. (Lambert et al., 2001). James (1996) concluded that the working as a team has important impact on the satisfaction level of employees as it influences their performance. It is essential to recognize to the importance of all these factors to increase the satisfaction level in the workforce.

The researchers also founds the some factors which includes pay, promotion and satisfaction with colleagues that effect the employee feeling towards job satisfaction (Schermerhorn et al., 2005). Padilla-Velez (1993) argued that performance which can be improved and absenteeism which can be lowered is obtained by the help of socialization and interaction among employees.

Locus of control

The relationship between personality, job satisfaction and job performance has investigated. Take For example, Choo (1986) found that the level of job stress a person experiences is a function of his/her personality type. Spector and O'Connell (1994) indicated that there are some types of personalities which may lead to individuals self selection of jobs which typically have higher levels of stress. In the research of the behavior of entrepreneurs and managers, Rahim (1996) concluded that a person with high internal LOC believes that they can cope with stress functionally and more effectively than that of the person with high external locus of control. Kalbers and Fogarty (2005) investigated that those with an internal locus of control are less likely to experience a high level of stress but those with an external locus of control are more likely to be vulnerable to stress and are more likely to perceive certain events as stressful. More these researchers found that external LOC has a significant negative influence on job stress and tends to reduce personal achievements and job performance.

Some other researchers have suggested that locus of control is an important predictor of job satisfaction and job performance (e.g., Judge et al., 2003). As one might expect, people who have internal locus of control report higher levels of job satisfaction (Martin et al., 2005). It has been assumed from a long time that employee with higher satisfaction leads to an increase in his/her performance and productivity (Lucas, 1999).

However, There were some researchers have concluded that higher level of job satisfaction may lead towards higher job performance others have not (Nerkar et al.,1996). Jamal (1984) found job stress as it increased, it results the level of employees job performance decreased. He also found that job stress was importantly related to job satisfaction (Jamal and Baba, 2000).

The locus of control was investigated in Accountants in Taiwan with specific attention to how it affects several aspects of work-related behavior. So an individual's belief in their level of ability to control the work environment has an effect on the work-related behaviors that may, affect job performance of employees.

Relationship with supervisors on job

Brunetto and Farr-Wharton (2002) concluded that in the employees of public sector supervision by the immediate manager increases the level of job satisfaction. Further subordinates' productivity and performance can be improved with managerial actions and supervision. The recognition of the achievements by the immediate supervisors leads to job satisfaction and is effective to solve the problems (Yen and McKinney, 1992).

Okpara (2004) found in the study conducted on IT managers that job satisfaction among managers can be increased with the help of supervision.

It was found not same that social relation, supervisor's relationship has small influence on job satisfaction at workplace (Brown and McIntosh, 2003). Further it was found that job satisfaction is not the because of satisfaction with supervisors (Roelen et al., 2008). The recognition by the supervisors for attainment by subordinate enhances their job satisfaction level and also effective for solving the day to day problems. The productivity and performance of the subordinates is important toward the managerial actions and supervision of the workers (Yen and McKinney,1992)..

In a survey of 227 persons who have been engaged in knowledge acquisition activities J.D. Politis (2001) has examined the role of in leadership the process of knowledge acquisition and to examine the relationship between leadership styles and knowledge acquisition characteristics. The finding of the survey shows that the leadership styles which involve human interaction and encourage participative decision-making are positively related to the skills essential knowledge acquisition.

The support of immediate is very important in bringing organizational change. Although the support of supervisor is not very important in satisfaction of employees but it has positive impact on satisfaction (Griffin, Patterson and West, 2001).

A study conducted by Friedlander and Margulies (1969), he discovered that management & friendly staff relationships contribute to the level of job satisfaction. However, this result opposite from the view of Herzberg (1966) who give support to the view that supervision is irrelevant to the level of job satisfaction.

Nature of work

The scholars have found that different factors have important influence on the job satisfaction. These are factors like pay, promotion opportunities, task clarity and relationship with co-workers and supervisors. Ting (1997) and Locke (1995) studied positive correlation in the work itself and with the satisfaction of employee. Robbins et al. (2003) defines the work itself as the extent to which the job gives the individual with stimulating tasks, opportunities for learning, personal growth, and the chance to be responsible and responsible for results. Competencies matched jobs of employees and are mentally stimulating are liked by the employees (Robbins, 1993).

Turnover Intention:

To achieve the study objectives, the variable turnover intention is used to consider as leaving the company or department (Tett & Meyer, 1993). Those people like (Ajzen and Fishben 1975) have studied earlier for the betterment of behavioral meaning literature developed a beautiful model that identifies the best reasonable translator of the individual behavior to be reported and evaluated. According to some scholars, personal behavior is only the best predictor of turnover. (Michaels & Spector, 1982; Lee & Mowday, 1987; Abrams, Ando, & Hinkle, 1998).

Employee's satisfaction shows a negative relationship with the employee turnover intention (Muchinsky & Morrow, 1980; Trevor, 2001). When the employees are happy with their job then there is low level of intention of leaving the organization and when the employee does not get his rights, when he/she is not satisfied with the job then there is intention of the employee to leave the job. According Trevor (2001), the model which was developed by March and Simon (1958), resulted in voluntary turnover models.

Secondary School

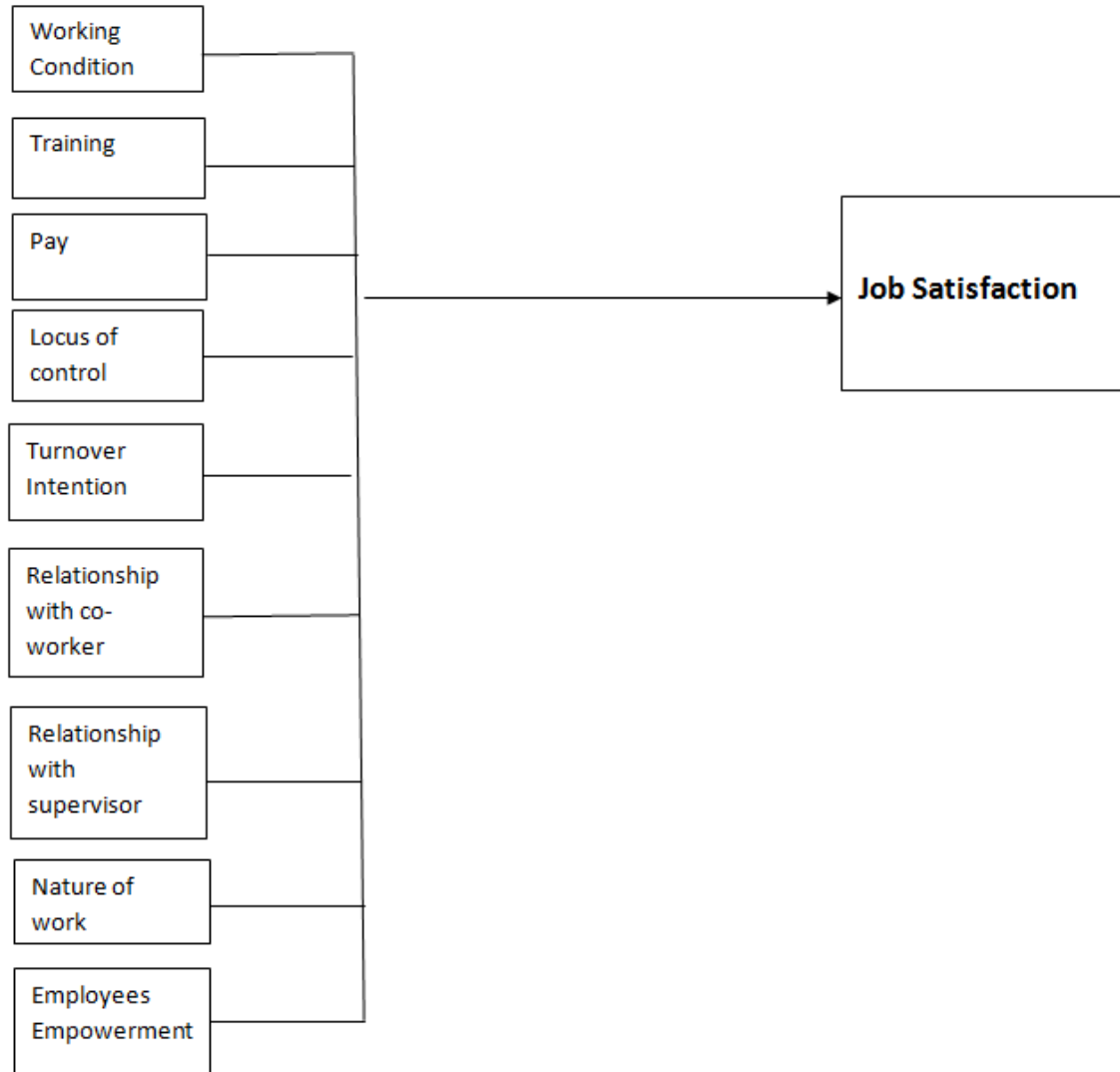
The education system of Pakistan is commonly divided into five levels: primary level which is from grades one through five, middle level which is from grades six to grade eight, high level which is from grades nine and ten, leading to the Secondary School Certificate or SSC, intermediate level ranges from grades eleven to twelve leads to a Higher Secondary (School) Certificate or HSC, and finally university programs leads to undergraduate and

graduate degrees.

In Pakistan the perception of secondary school is high school which ranges from classes 9 to 10. When student gets successful completion they receive Secondary School Certificate. They then are eligible to take admission in the Junior college, it is the name for senior secondary consisting of classes 11 and 12.

After successful completion of examinations, Students are awarded a Secondary School Certificate (or SSC). This is locally called 'matriculation certificate' or 'matric' for short form. The curriculum usually consists of combination of eight courses including electives such as Biology, Chemistry, Computing and Physics and arts subjects as well as compulsory subjects such as Mathematics, English, Urdu, Islamic studies and Pakistani Studies.

Theoretical Frame work:



Independent variables

Dependent Variable

Hypothesis:

On the basis of literature review following hypothesis have been derived.

- H1: Pay has positive impact on job satisfaction.
- H2: Locus of control has positive impact on job satisfaction.
- H3: Employee empowerment has positive impact on job satisfaction.
- H4: Turnover Intention has positive impact on job satisfaction.
- H5: Working Condition has positive impact on job satisfaction.
- H6: Training and development have positive impact on job satisfaction.
- H7: Relationship with coworker has positive impact on job satisfaction.
- H8: Relationship with supervisor has positive impact on job satisfaction

.H9: Nature of work has positive impact on job satisfaction.

Research Methodology

McClendon (2004) defines the population of the study as the total number of possible units or elements that are included in the study.

In this study total population is consisted of 507 teachers including male and female. Sample of 260 teachers is chosen. The sample size is chosen from the book of “Research method for business written by Uma Sekran page number 295, on the basis of population frame. The sampling technique used in this study is purposive sampling. The secondary school teachers were the target population. Questionnaire is administered to teachers of secondary school of public sector.

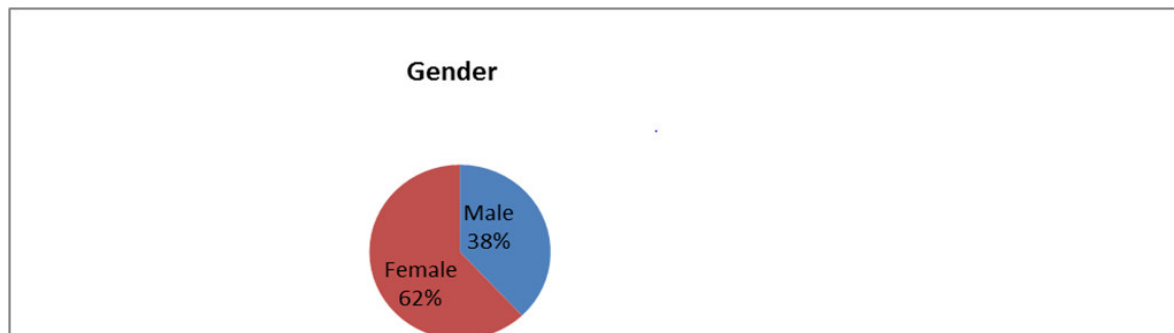
According to Babbie and Mouton (2005) a questionnaire is a document having questions and other types of items designed to ask for information or help for analysis.

250 questionnaires were administered and they returned 200 completely filled. The questionnaire consists of two parts first part consists of questions about all the ten factors which I included in this research and the second part consists of demographic information. The questionnaire I used is taken from the author Alamdar Hussain Khan, Muhammad Musarrat Nawaz, Muhammad Aleem and Wasim Hamed from their published Research paper named “Impact of job satisfaction on employee performance: An empirical study of autonomous Medical Institutions of Pakistan” in journal of “African Journal of Business Management Vol. 6 (7), pp. 2697-2705, 22 February, 2012”. In questionnaire Likert scale was used to get responses. Cronbach Alpha ranges 0.8 which is acceptable for reliability of questionnaire.

Data Analysis and Discussion:

Table: Frequency Distribution and Descriptive Statistics With Respect to Gender

Items	Male	Female	Mean	Standard Deviation
Gender	76	124	1.6200	0.48660



The table shows that 76(38%) of the respondent were males and 124 (62%) were females. Mean is 1.6200. SD is 0.48660

Table: Frequency Distribution and Descriptive Statistics With Respect to Age

Items	20 to 30 Years	31 to 40 Years	41 to 50 Years	51 to 60 Years	Mean	Standard Deviation
Age	32	45	92	31	2.6100	0.93395

This table is showing the Age distribution. It shows that 32(16%) of the respondents were falling between the age of 20 to 30 years. 45(20%) were falling between the age of 31 to 40 years. 92(46%) and majority of the respondents were falling between the age of 41 to 50 years. 31(16%) were between the age of 51 to 60. The mean is 2.6 and SD is 0.93

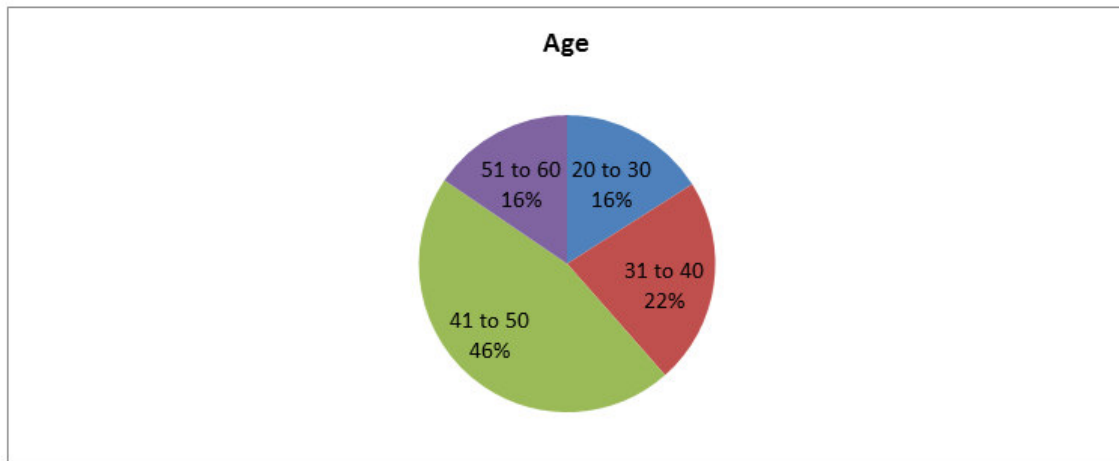
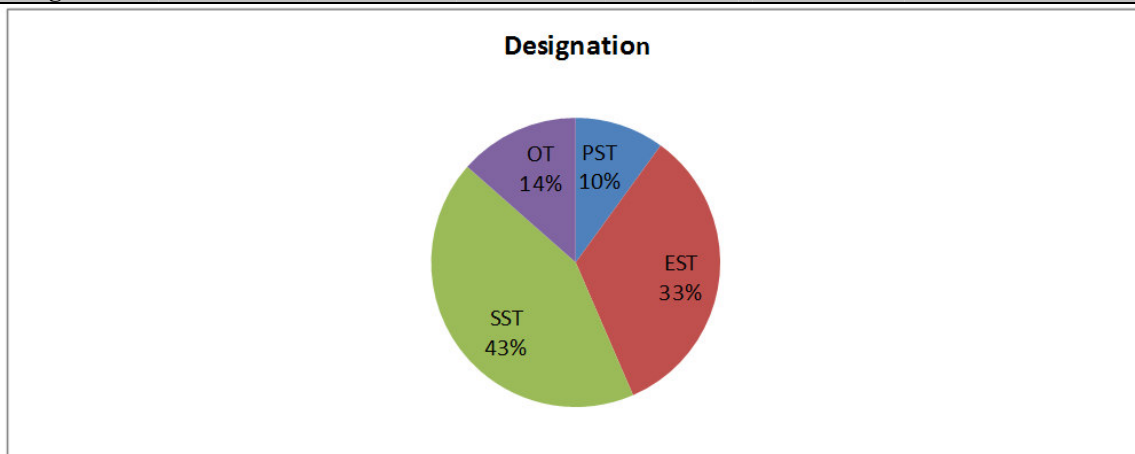


Table: Frequency Distribution and Descriptive Statistics With Respect to Designation.

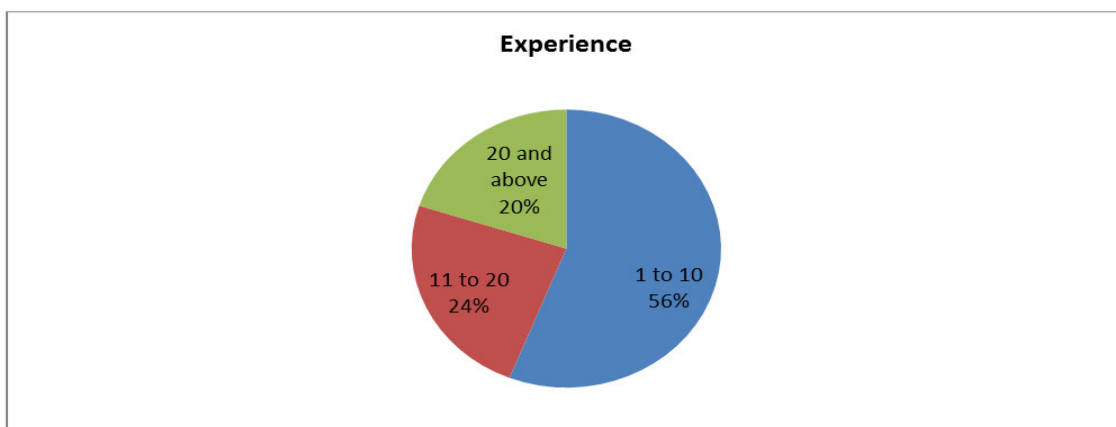
Item	PST	EST	SST	OT	Mean	SD
Designation	20	67	86	27	2.6000	0.84473



This table is showing the designation of the respondents. It shows that 20(10%) of the respondents were primary school teachers. 67(33%) of the respondents were elementary school teachers. Majority 86(43%) were Secondary school teachers. Oriental teachers were 27(14%) who respond. Mean 2.6 and SD 0.84.

Table: Frequency Distribution and Descriptive Statistics With Respect to Experience

Items	1 to 10 years	11 to 20 years	20 and above	Mean	SD
Experience	112	48	40	1.6400	0.7959



This table is showing job experience of the respondents with respective school. The respondents who have

between 1 to 10 years job experience with respective school were 112(56%) and they were the majority. Respondents between 11 to 20 years were 48(24%). Respondents who have between 20 and above years experience were 40(20%). Mean is 1.64 and SD is 0.79

Table: Frequency Distribution and Descriptive Statistics With Respect to Total Job Experience

Item	1 to 5 Years	6 to 10 Years	11 to 15 Years	16 to 20 Years	21 and above	Mean	SD
Total job experience	39	11	17	39	94	3.6900	1.56401

This table is showing total job experience of the respondents .The respondents who have between 1 to 5 years job experience were 39(19%). Respondents between 6 to 10 years were 11(5%). Respondents who have between 11 to 15 years experience were 17(9%). Job experience of teachers between 16 to 20 years was 39 (20%). Majority of the respondents was between 21 and above by 94(47%). Mean is 3.6 and SD is 1.56.

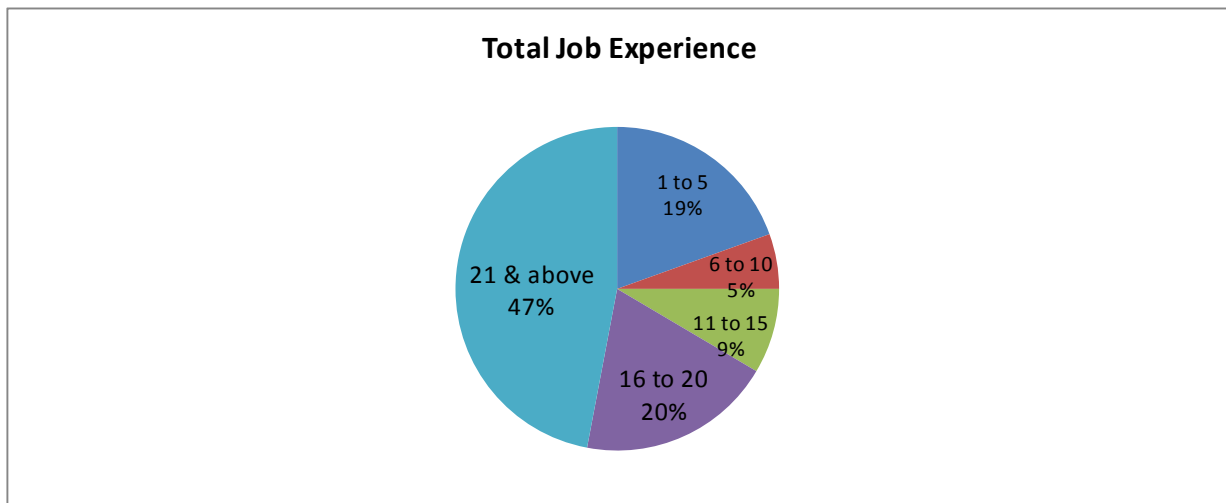
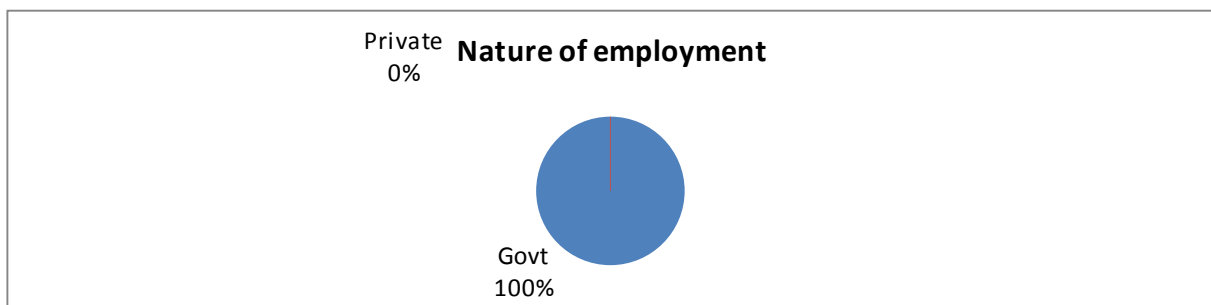


Table: Frequency Distribution and Descriptive Statistics With Respect to Nature of Employment

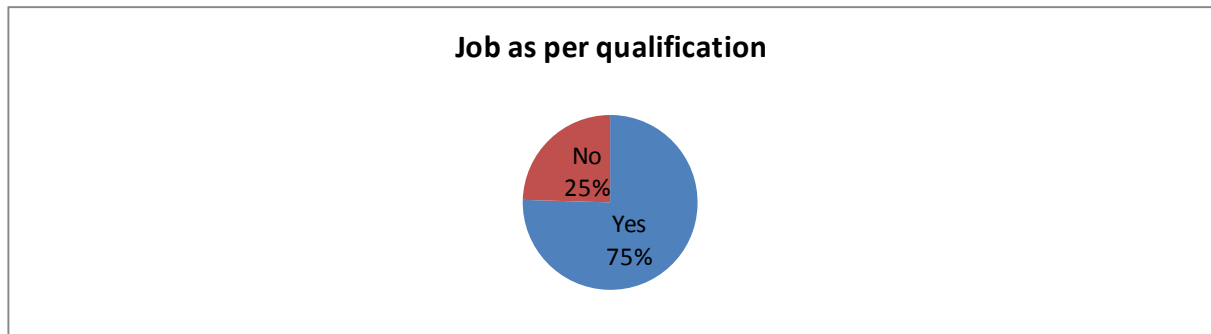
Item	Government	Private	Mean	SD
Nature of Employment	200	0	1	0.00



Above table is showing that weather the respondents from public sector schools or private. All the data is gathered from public schools. Mean is 1 and S is 0.00

Table: Frequency Distribution and Descriptive Statistics with Respect to Job as per qualification

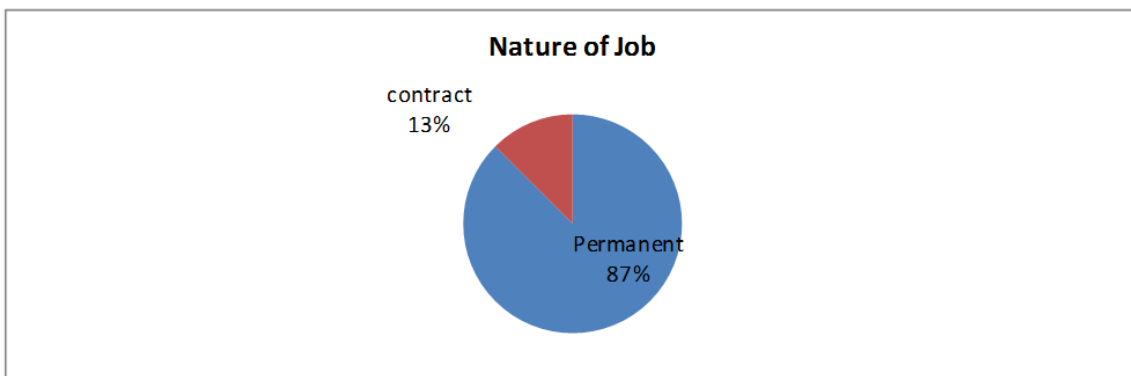
Item	Yes	No	Mean	SD
As per qualification	151	49	1.245	0.4311



This table showing that weather the job is according the qualification of the respondents. Majority 151(75%) respondents consider their job is as per their qualification. Whereas 49(25%) consider that their job is not according their qualification. Mean is 1.24 and SD is 0.43

Table: Frequency Distribution and Descriptive Statistics with Respect to Nature of Job

Item	Permanent	Contract	Mean	SD
Nature of job	175	25	1.125	0.3315



This Table shows that 175(87%) of the respondents having permanent jobs and rest of 25(13%) respondents having contractual jobs. Mean is 1.125 and SD is 0.33.

P1: I have a clear understanding of our pay policy

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
Pay1	29	51	24	79	17	3.02	1.255

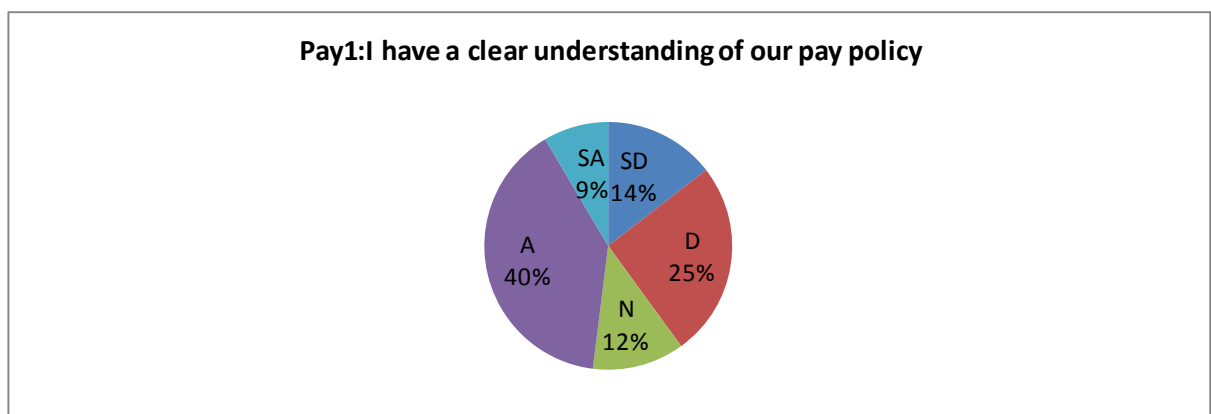


Table shows 29(14%) respondents were strongly disagree with the statement. 51(25%)

respondents were disagree with the statement. 24(12%) were neutral, 79(40%) of the respondents are agree with the statement and 17(9%) are strongly agree with the statement. Mean is 3.02 and SD is 1.255. It means respondents were neutral with the statement.

P2: I understand the criteria used to decide my pay

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
Pay2	21	66	37	60	16	2.92	1.17

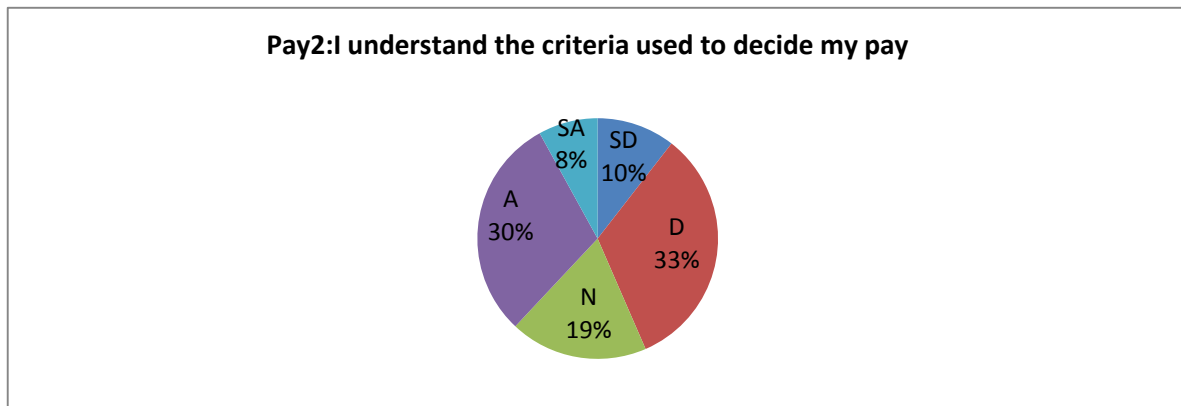


Table shows 21(10%) respondents were strongly disagree with the statement. 66(33%) respondents were disagree with the statement. 37(19%) were neutral, 60(30%) of the respondents are agree with the statement and 16(8%) are strongly agree with the statement. Mean is 2.92 and SD is 1.17. It means respondents were disagree with the statement.

P3: The amount of pay I receive for my job is about equal to others doing similar work.

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
Pay3	39	52	34	58	17	3.06	3.70

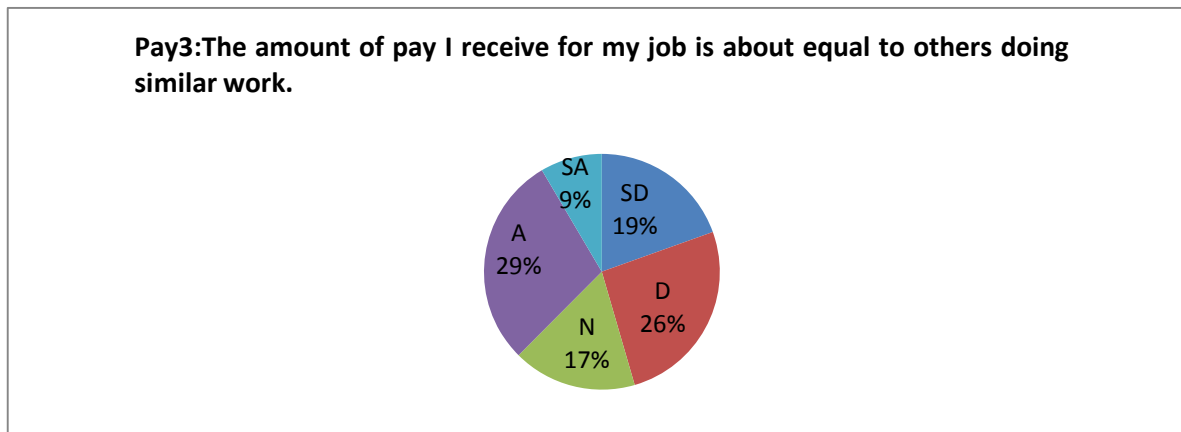


Table shows 39(19%) respondents were strongly disagree with the statement. 52(26%) respondents were disagree with the statement. 34(17%) were neutral, 58(29%) of the respondents are agree with the statement and 17(9%) are strongly agree with the statement. Mean is 3.06 and SD is 3.70. It means respondents were neutral with the statement.

P4: I am satisfied with the value of increment in pay

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
Pay4	45	63	22	53	17	2.67	1.311

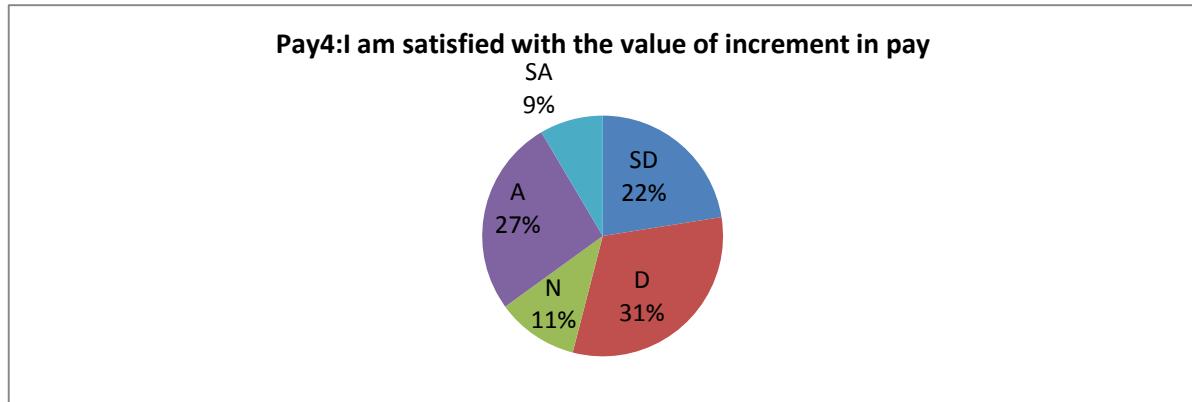


Table shows 45(22%) respondents were strongly disagree with the statement. 63(31%) respondents were disagree with the statement. 22(11%) were neutral, 53(27%) of the respondents are agree with the statement and 17(9%) are strongly agree with the statement. Mean is 2.67 and SD is 1.311. It means respondents were disagree with the statement.

P5: Benefits available are appropriate for my needs and those of my family

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
Pay5	56	56	23	52	13	2.55	1.313

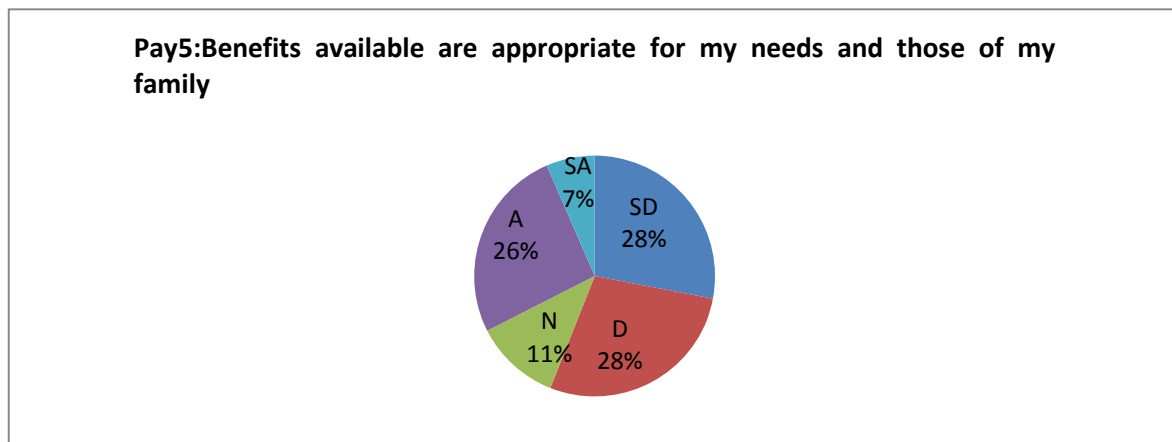


Table shows 56(28%) respondents were strongly disagree with the statement. 56(28%) respondents were disagree with the statement. 23(11%) were neutral, 52(26%) of the respondents are agree with the statement and 13(7%) are strongly agree with the statement. Mean is 2.55 and SD is 1.313. It means respondents were disagree with the statement.

LC1: I can anticipate difficulties and take action to avoid them

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
LC1	17	23	49	97	14	3.34	1.05

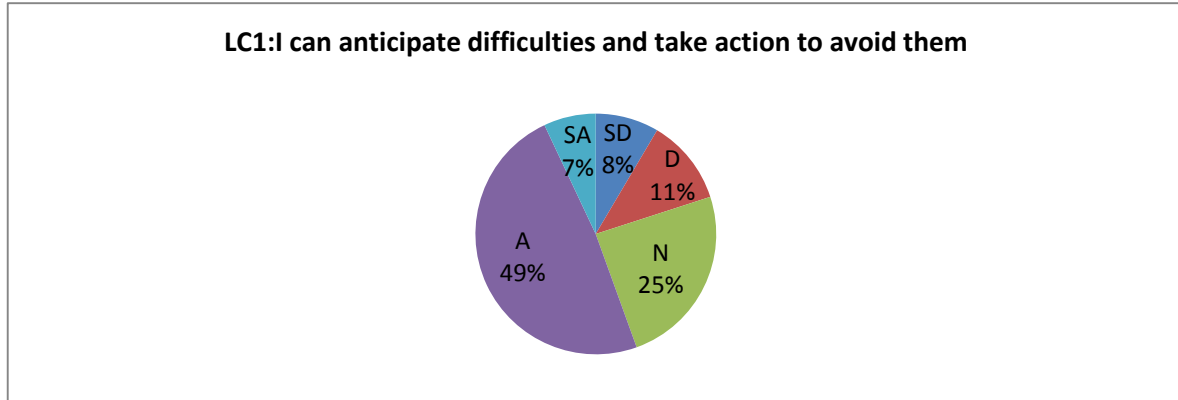


Table shows 17(8%) respondents were strongly disagree with the statement. 23(11%) respondents were disagree with the statement. 49(25%) were neutral, 14(7%) of the respondents are agree with the statement and 13(7%) are strongly agree with the statement. Mean is 3.34 and SD is 1.05. Respondents were agree with the statement.

LC2: When I make plans, I am almost certain that I can make them work

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
LC2	7	19	29	107	38	3.75	0.98

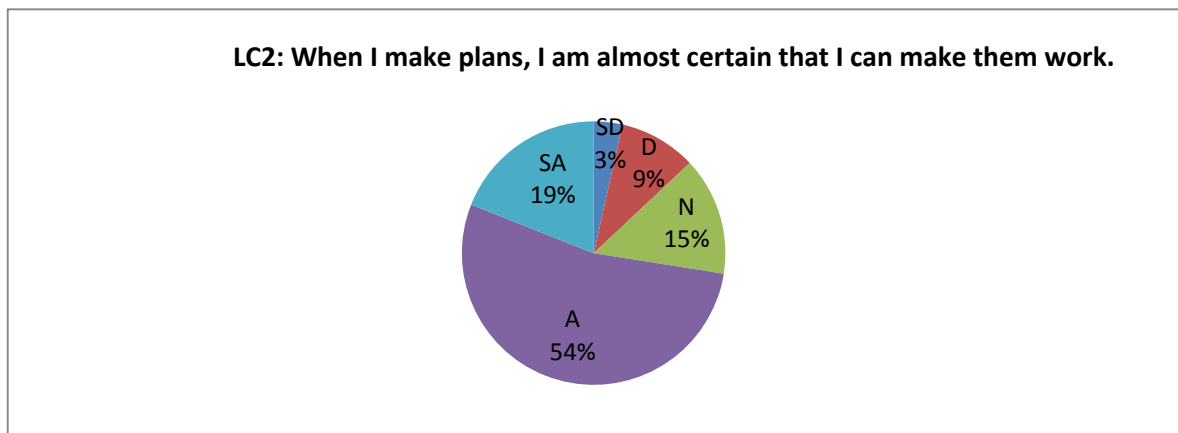


Table shows 7(3%) respondents were strongly disagree with the statement. 19(9%) respondents were disagree with the statement. 29(15%) were neutral, 107(54%) of the respondents are agree with the statement and 38(19%) are strongly agree with the statement. Mean is 3.75 and SD is 0.98. Mean shows respondents were agree with the statement.

LC3: My mistakes and problems are my responsibility to deal with

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
LC3	2	15	31	96	56	3.94	0.908

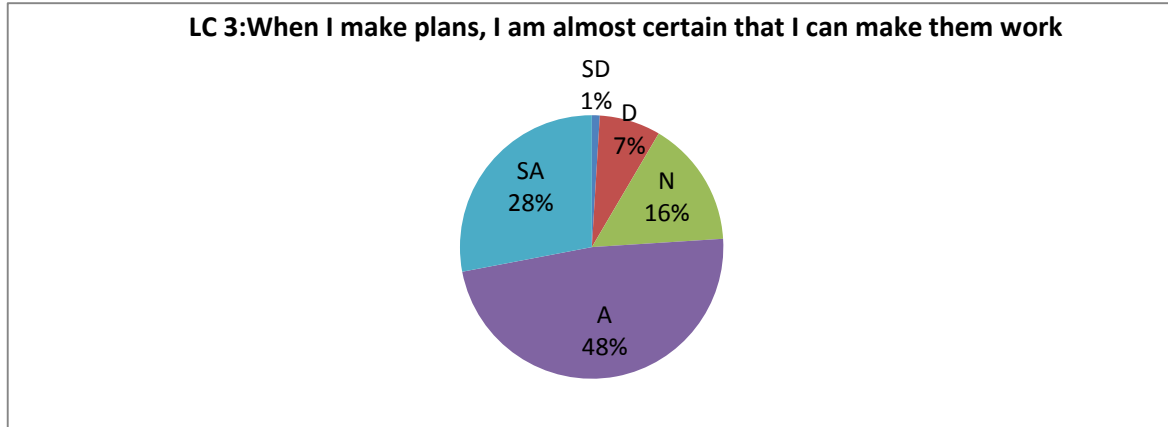


Table shows 2(1%) respondents were strongly disagree with the statement. 15(7%) respondents were disagree with the statement. 31(16%) were neutral, 96(48%) of the respondents are agree with the statement and 56(28%) are strongly agree with the statement. Mean is 3.94 and SD is 0.90. Mean shows respondents were agree with the statement.

LC4: Becoming a success is a matter of hard work luck has little or nothing to do with it

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
LC4	10	44	47	78	21	3.28	1.07

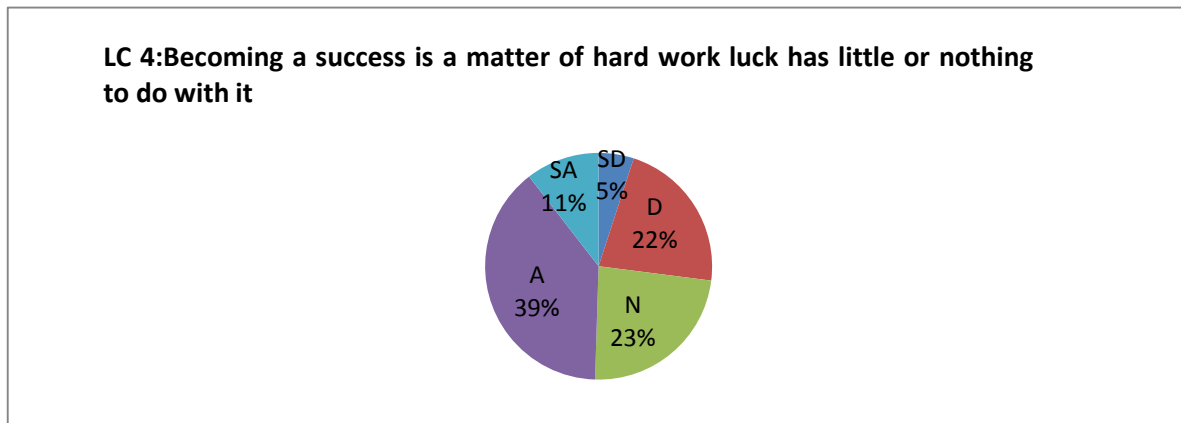


Table shows 10(5%) respondents were strongly disagree with the statement. 44 respondents were disagree with the statement. 47(23%) were neutral, 78(39%) of the respondents are agree with the statement and 21(11%) are strongly agree with the statement. Mean is 3.28 and SD is 1.07. Mean shows respondents were agree with the statement.

LC5: I believe a person can really be a master of his fate

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
LC5	19	30	35	79	37	3.42	1.22

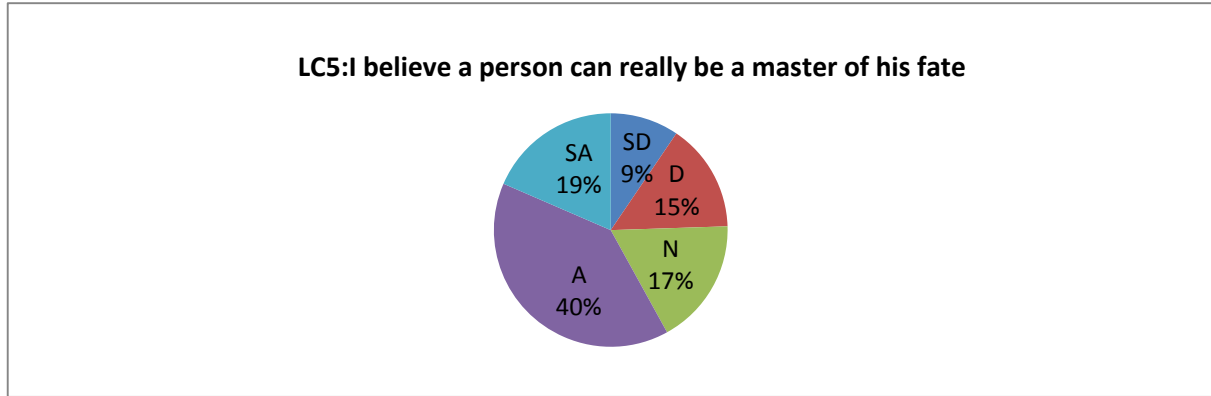


Table shows 19(9%) respondents were strongly disagree with the statement. 30(15%) respondents were disagree with the statement. 35(17%) were neutral, 79(40%) of the respondents are agree with the statement and 37(19%) are strongly agree with the statement. Mean is 3.42 and SD is 1.22. Mean shows respondents were agree with the statement.

LC6: I am confident of being able to deal successfully with future problems.

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
LC6	8	20	35	98	39	3.7	1.02

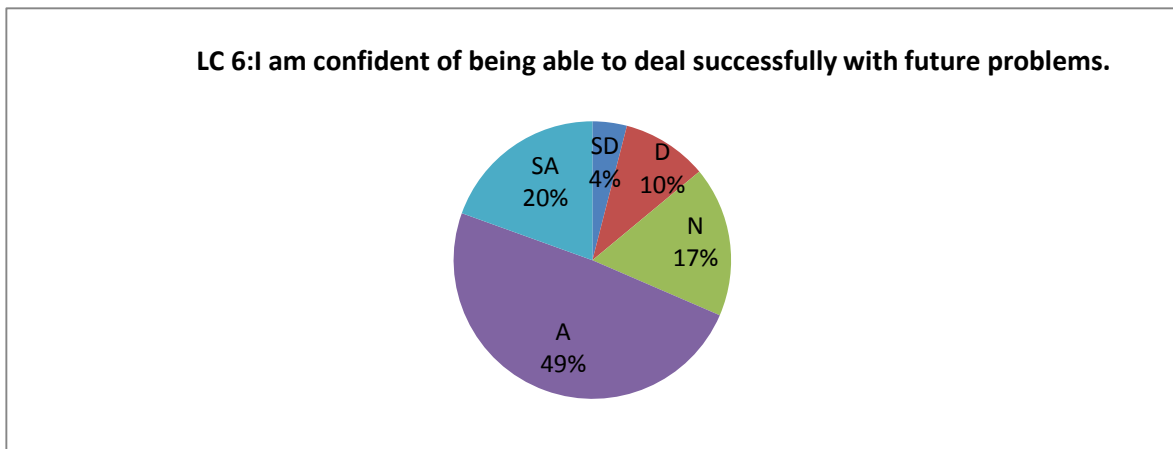


Table shows 8(4%) respondents were strongly disagree with the statement. 20(10%) respondents were disagree with the statement. 35(18%) were neutral, 98(49%) of the respondents are agree with the statement and 39(19%) are strongly agree with the statement. Mean is 3.7 and SD is 1.02. Mean shows respondents were agree with the statement.

EE1: I am encouraged to handle student's daily problems by myself

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
EE1	12	14	15	113	46	3.83	1.05

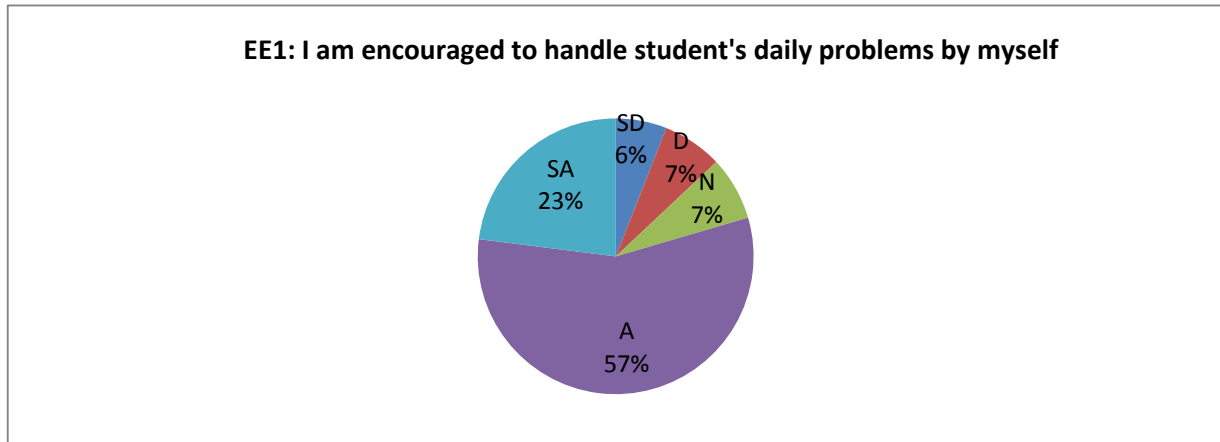


Table shows 12(6%) respondents were strongly disagree with the statement. 14(7%) respondents were disagree with the statement. 15(8%) were neutral, 113(59%) of the respondents are agree with the statement and 46(20%) are strongly agree with the statement. Mean is 3.8 and SD is 1.05. Mean shows respondents were agree with the statement.

EE2: I have control over how I solve student's problems.

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
EE2	7	20	19	121	33	3.76	0.96

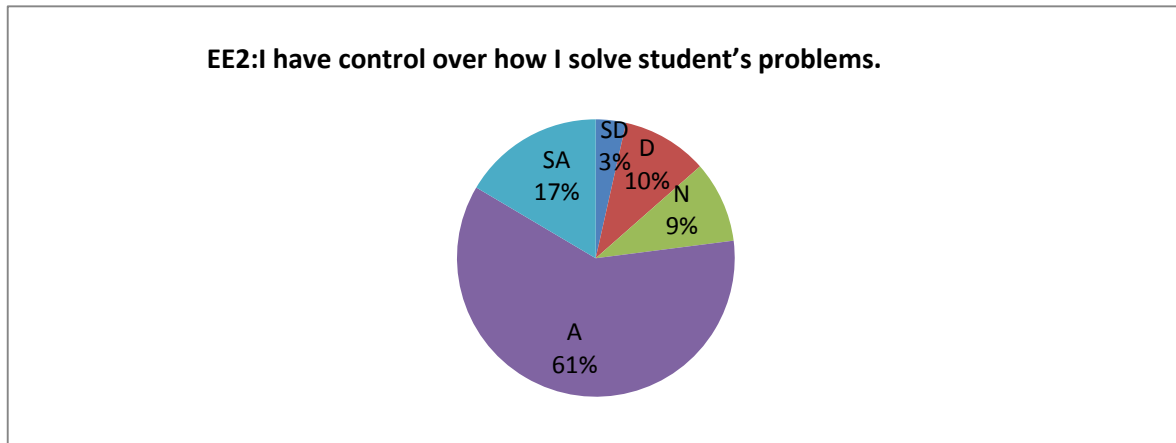


Table shows 7(3%) respondents were strongly disagree with the statement. 20(10%) respondents were disagree with the statement. 19(9%) were neutral, 121(61%) of the respondents are agree with the statement and 33(17%) are strongly agree with the statement. Mean is 3.76 and SD is 0.96. Mean shows respondents were agree with the statement.

EE3: I have the authority to correct student's problems when they occur.

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
EE3	15	38	39	87	21	3.30	1.12

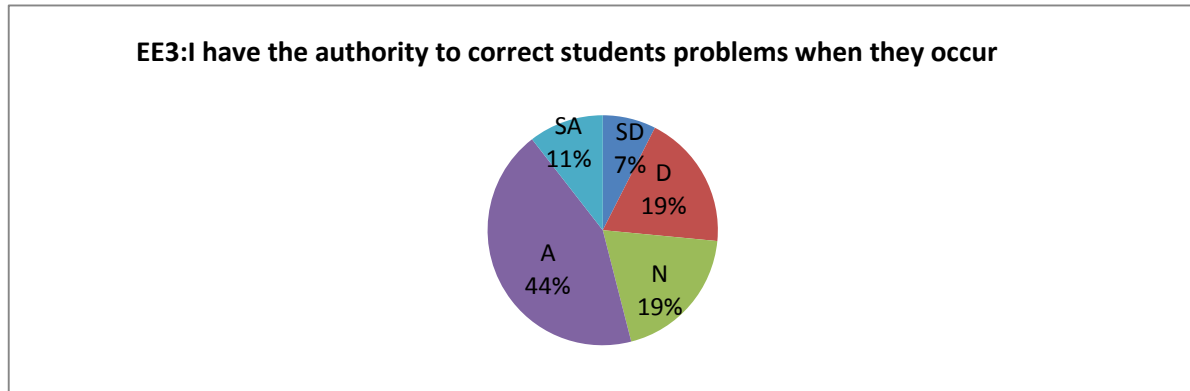


Table shows 15(7%) respondents were strongly disagree with the statement. 38(18%) respondents were disagree with the statement. 39(18%) were neutral, 87(41%) of the respondents are agree with the statement and 21(16%) are strongly agree with the statement. Mean is 3.30 and SD is 1.12. Mean shows respondents were agree with the statement.

T11: I often think about quitting

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
T11	40	50	55	46	9	2.67	1.165

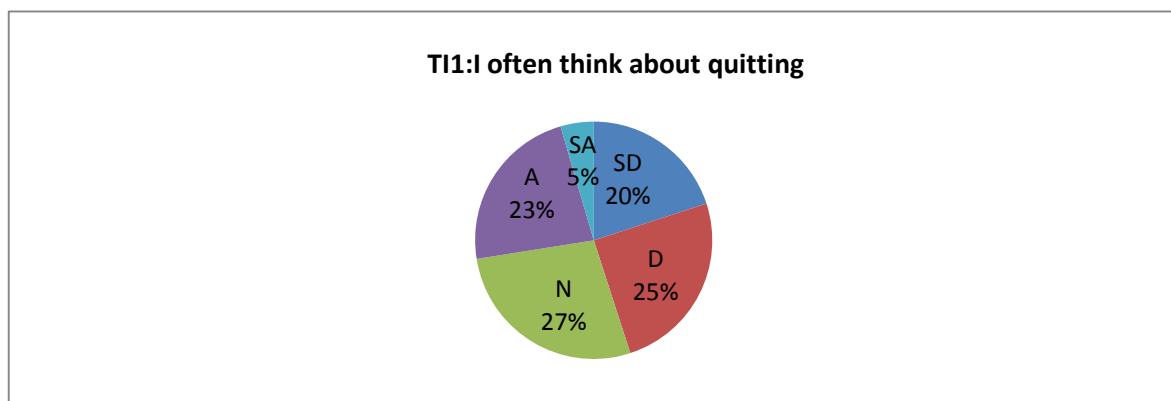


Table shows 40(20%) respondents were strongly disagree with the statement. 50(25%) respondents were disagree with the statement. 55(27%) were neutral, 23(41%) of the respondents are agree with the statement and 5(16%) are strongly agree with the statement. Mean is 2.67 and SD is 1.65. Mean shows respondents are disagree with the statement.

TI 2: I probably look for a new job in the next year

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
TI 2	55	67	26	34	18	2.46	1.29

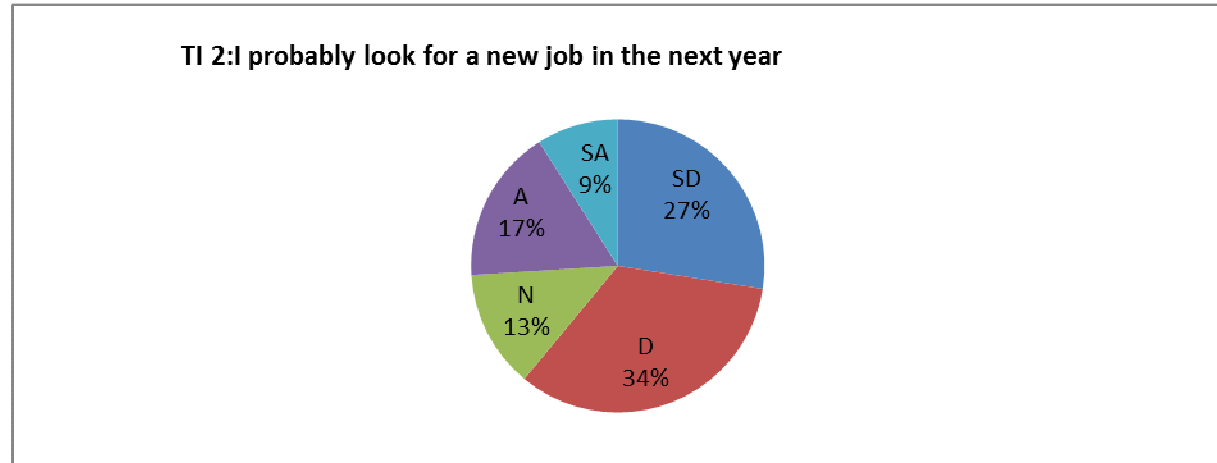


Table shows 55(27%) respondents were strongly disagree with the statement. 67(34%) respondents were disagree with the statement. 26(13%) were neutral, 34(17%) of the respondents are agree with the statement and 18(9%) are strongly agree with the statement. Mean is 2.46 and SD is 1.29. Mean shows respondents are disagree with the statement.

TI 3: I will likely actively look for a new job in the next year

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
TI 3	58	52	37	36	17	2.51	1.30

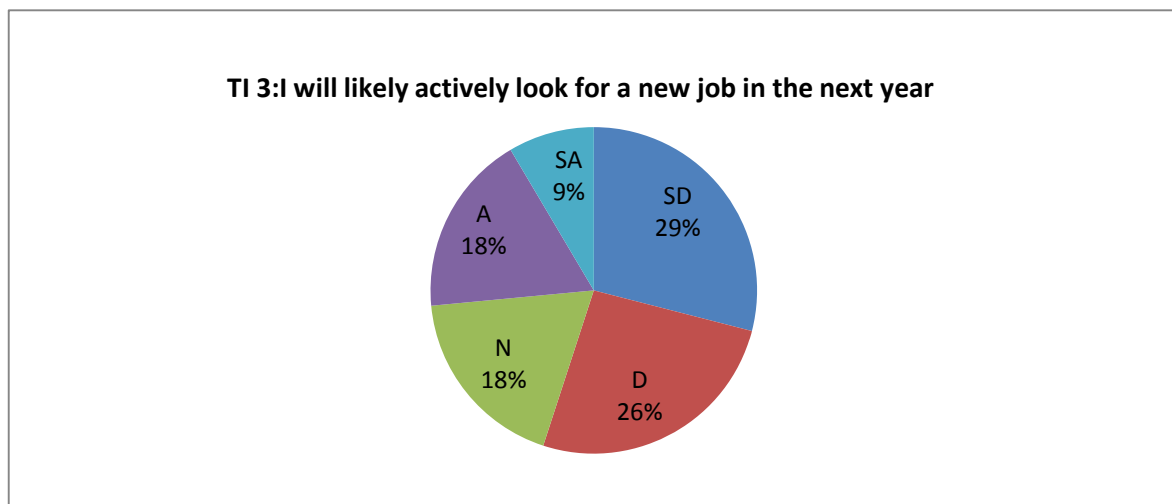


Table shows 58(29%) respondents were strongly disagree with the statement. 52(26%) respondents were disagree with the statement. 37(18%) were neutral, 36(18%) of the respondents are agree with the statement and 17(9%) are strongly agree with the statement. Mean is 2.51 and SD is 1.30. Means shows respondents are disagree with the statement

WC 1: My job is usually interesting enough to keep me from getting bored.

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
WC 1	18	21	25	104	32	3.55	1.15

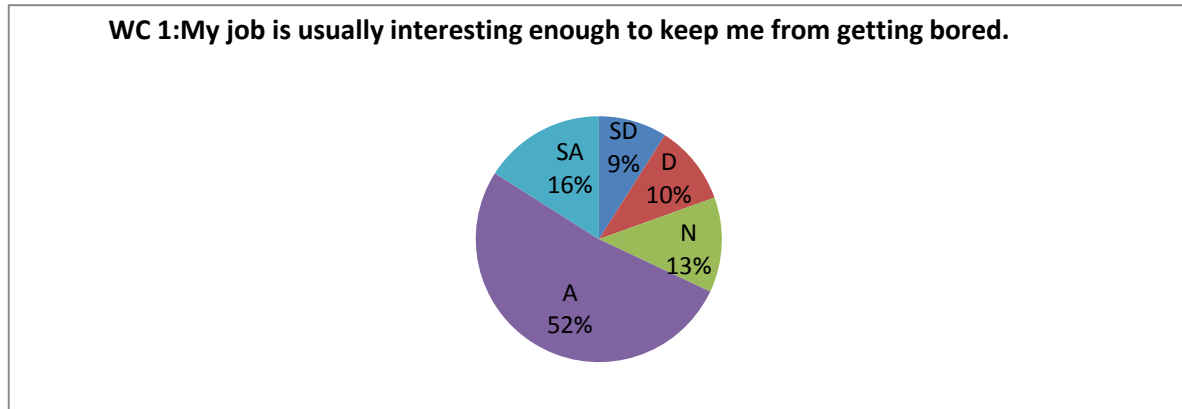


Table shows 18(9%) respondents were strongly disagree with the statement. 21(10%) respondents were disagree with the statement. 25(13%) were neutral, 104(52%) of the respondents are agree with the statement and 32(16%) are strongly agree with the statement. Mean is 3.55 and SD is 1.15. Mean shows respondents are agree with the statement.

WC 2: I most of the time I have to force myself to go to work.

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
WC 2	10	47	26	93	24	3.52	2.37

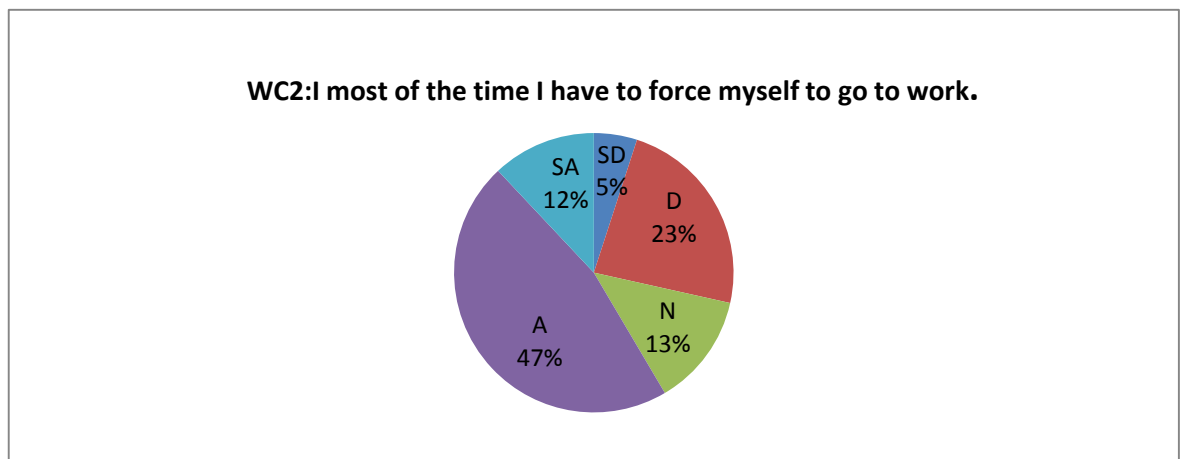


Table shows 10(5%) respondents were strongly disagree with the statement. 47(23%) respondents were disagree with the statement. 26(13%) were neutral, 93(47%) of the respondents are agree with the statement and 24(12%) are strongly agree with the statement. Mean is 3.52 and SD is 2.37. Mean shows respondents are agree with the statement.

WC 3: My school provides good environmental facilities to its employees.

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
WC 3	17	40	47	78	18	3.2	1.12

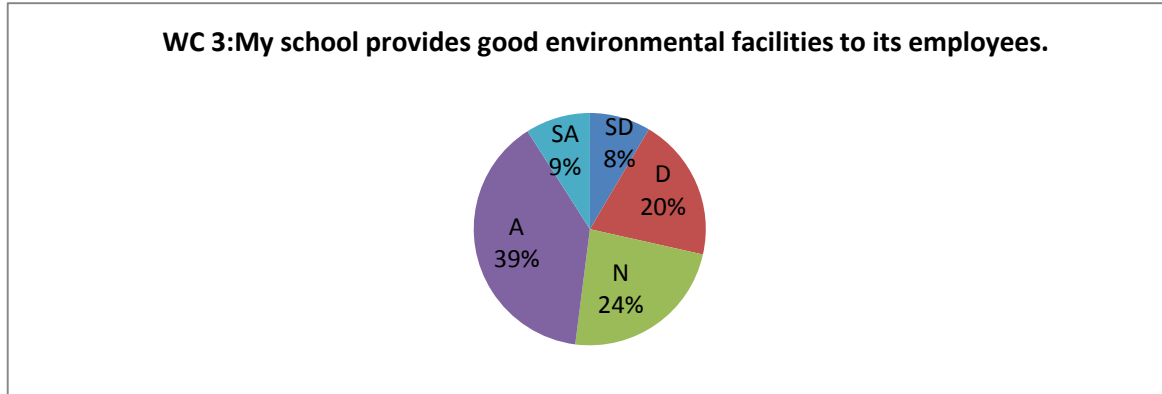


Table shows 17(8%) respondents were strongly disagree with the statement. 40(20%) respondents were disagree with the statement. 47(24%) were neutral, 78(39%) of the respondents are agree with the statement and 18(9%) are strongly agree with the statement. Mean is 3.2 and SD is 1.12. Mean shows respondents are agree with the statement.

WC 4: Your working environment is up to your mark.

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
WC 4	20	43	33	87	17	3.19	1.16

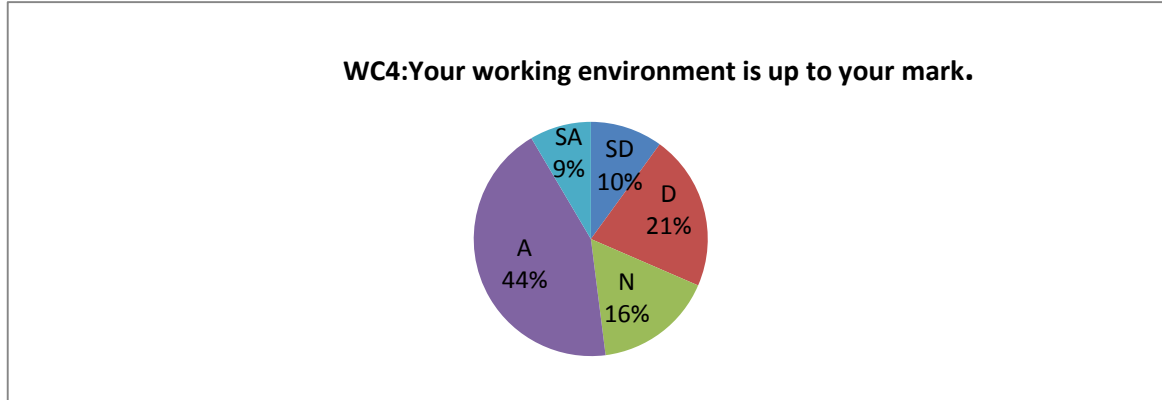


Table shows 20(10%) respondents were strongly disagree with the statement. 43(21%) respondents were disagree with the statement. 33(16%) were neutral, 87(44%) of the respondents are agree with the statement and 17(9%) are strongly agree with the statement. Mean is 3.19 and SD is 1.16. Mean shows respondents are agree with the statement.

WC 5: My school provides me clean and hygienic working facilities.

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
WC 5	28	42	29	81	20	3.115	1.2528

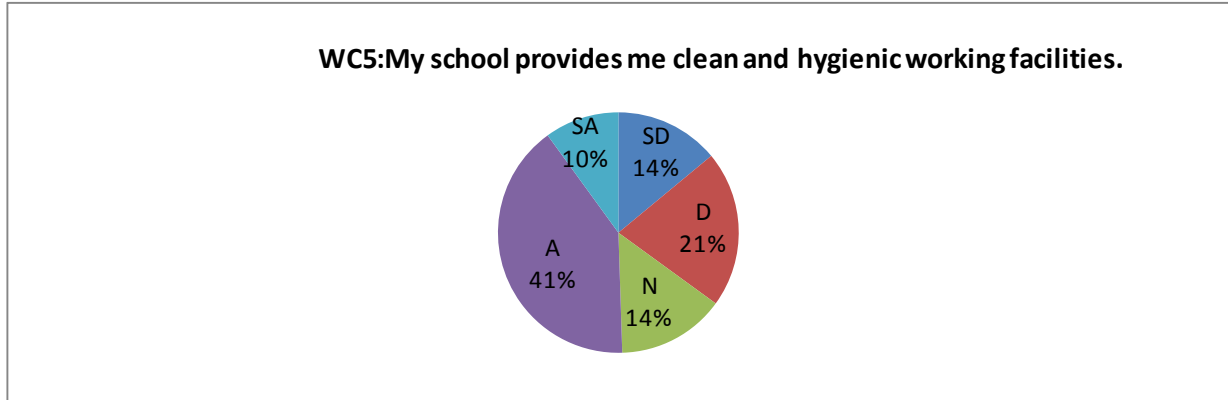


Table shows 28(14%) respondents were strongly disagree with the statement. 42(21%) respondents were disagree with the statement. 29(14%) were neutral, 81(41%) of the respondents are agree with the statement and 20(10%) are strongly agree with the statement. Mean is 3.115 and SD is 1.2528. Mean shows respondents are agree with the statement.

TD 1: My school provides me the opportunity to improve skill.

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
TD 1	24	19	30	94	33	3.46	1.22

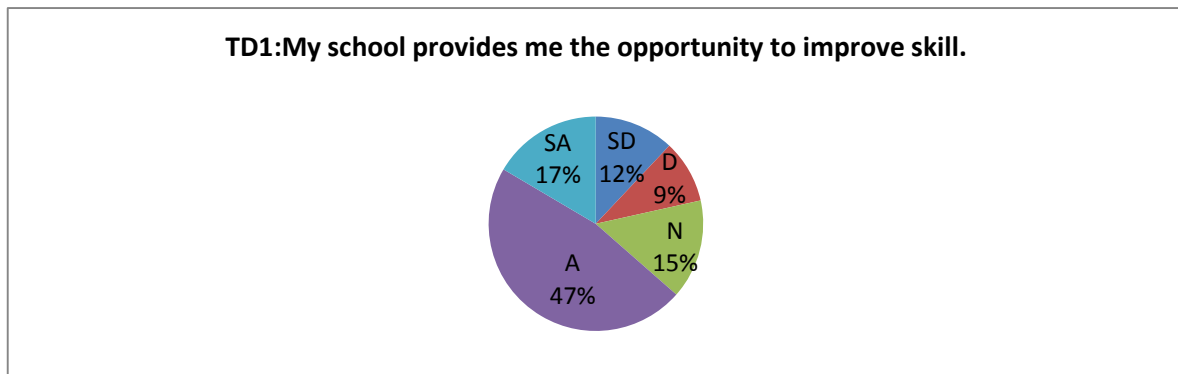


Table shows 24(12%) respondents were strongly disagree with the statement. 19(9%) respondents were disagree with the statement. 30(15%) were neutral, 94(47%) of the respondents are agree with the statement and 33(17%) are strongly agree with the statement. Mean is 3.46 and SD is 1.22. Mean shows that respondents are agree with the statement.

TD 2: There is lot of chance to learn new things in the school

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
TD 2	12	25	38	100	25	3.5	1.05

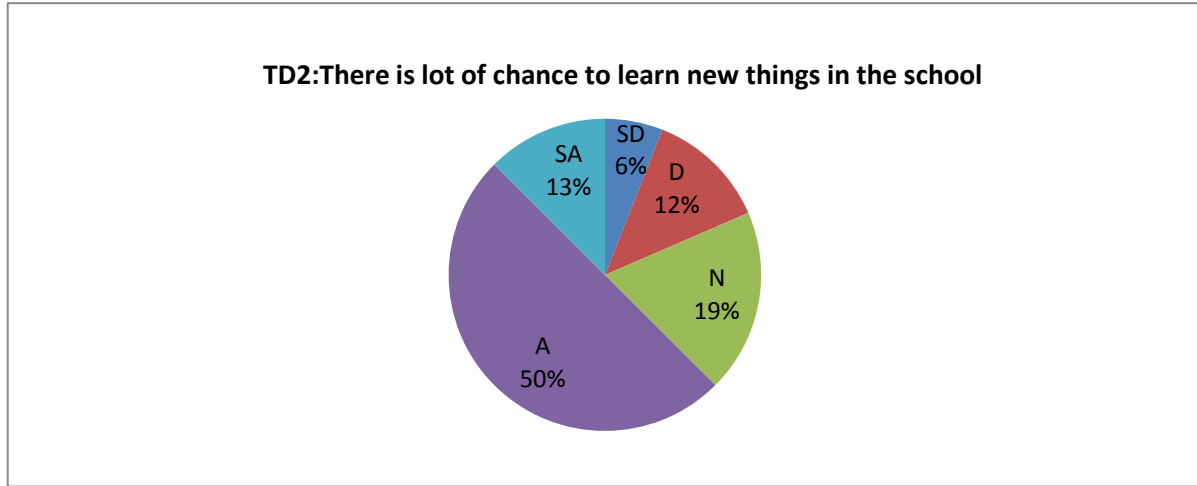


Table shows 12(6%) respondents were strongly disagree with the statement. 25(12%) respondents were disagree with the statement. 38(19%) were neutral, 100(50%) of the respondents are agree with the statement and 25(13%) are strongly agree with the statement. Mean is 3.5 and SD is 1.05. Mean shows respondents were agree with the statement.

TD 3: My school frequently arranges training programs for the employees

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
TD 3	15	37	44	83	21	3.29	1.11

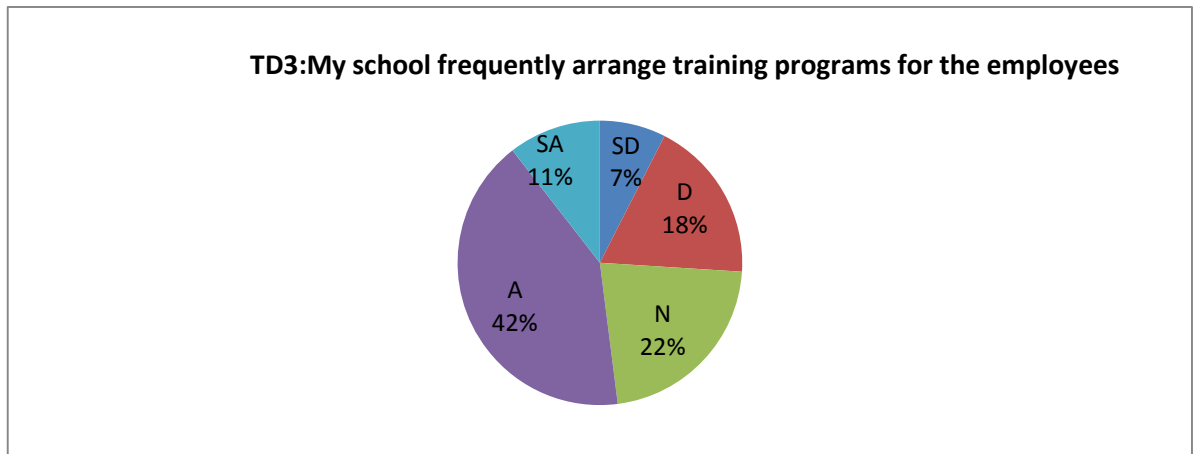


Table shows 15(7%) respondents were strongly disagree with the statement. 37(18%) respondents were disagree with the statement. 44(22%) were neutral, 83(42%) of the respondents are agree with the statement and 21(11%) are strongly agree with the statement. Mean is 3.29 and SD is 1.11. Mean shows that respondents were agree with the statement.

TD 4: Doing job in this school will benefit me in the future

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
TD 4	5	17	29	109	40	3.81	0.93

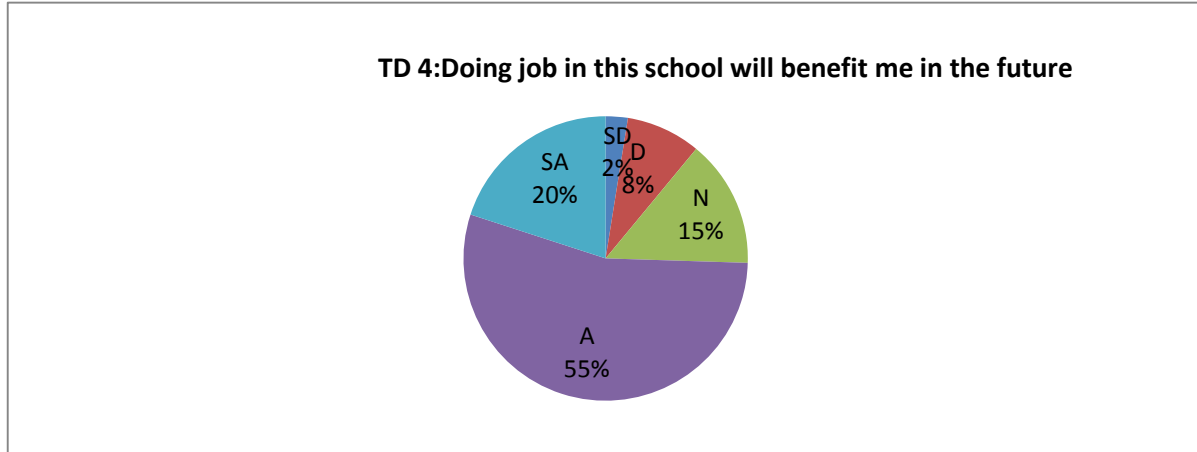


Table shows 5(3%) respondents were strongly disagree with the statement. 17(9%) respondents were disagree with the statement. 29(16%) were neutral, 109(60%) of the respondents are agree with the statement and 40(11%) are strongly agree with the statement. Mean is 3.81 and SD is 0.93. Mean shows that respondents were agree with the statement.

TD 5: I am satisfied with the training and development provided by the school

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
TD 5	8	38	50	88	16	3.33	1.00

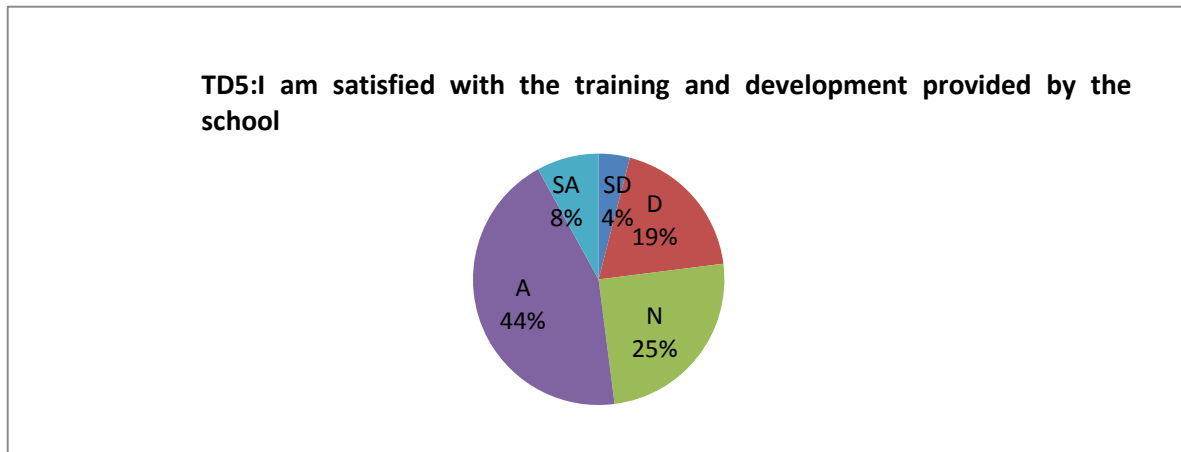


Table shows 8(4%) respondents were strongly disagree with the statement. 38(19%) respondents were disagree with the statement. 50(25%) were neutral, 88(44%) of the respondents are agree with the statement and 16(8%) are strongly agree with the statement. Mean is 3.33 and SD is 1.00. Mean shows that respondents were agree with the statement.

RC 1: I receive an assignment with the proper staffing to complete it.

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
RC 1	19	20	44	106	11	3.35	1.05

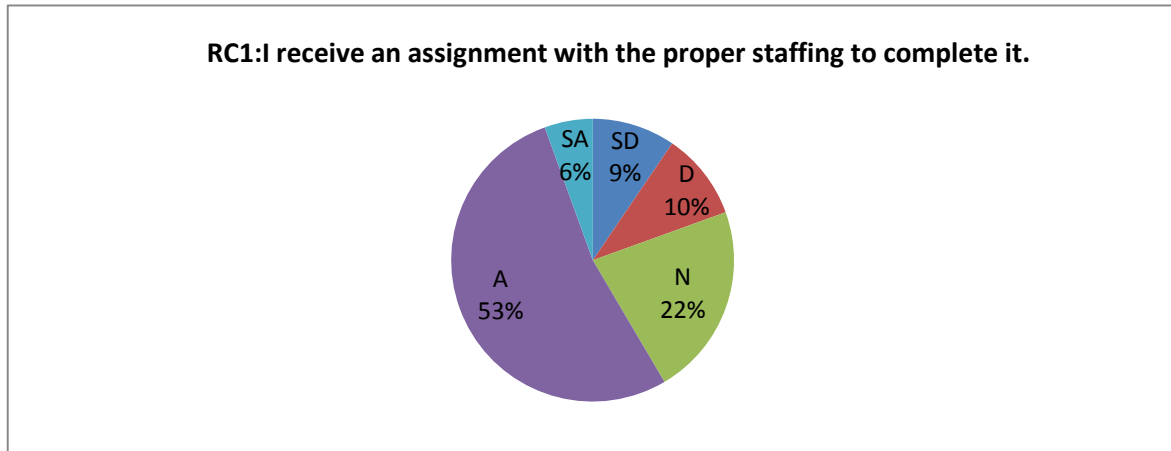


Table shows 19(9%) respondents were strongly disagree with the statement. 20(10%) respondents were disagree with the statement. 44(22%) were neutral, 106(53%) of the respondents are agree with the statement and 11(6%) are strongly agree with the statement. Mean is 3.35 and SD is 1.05. Mean shows that respondents were agree with the statement.

RC 2: I work with a team who operate quite consistently.

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
RC 2	11	21	30	124	14	3.54	0.96

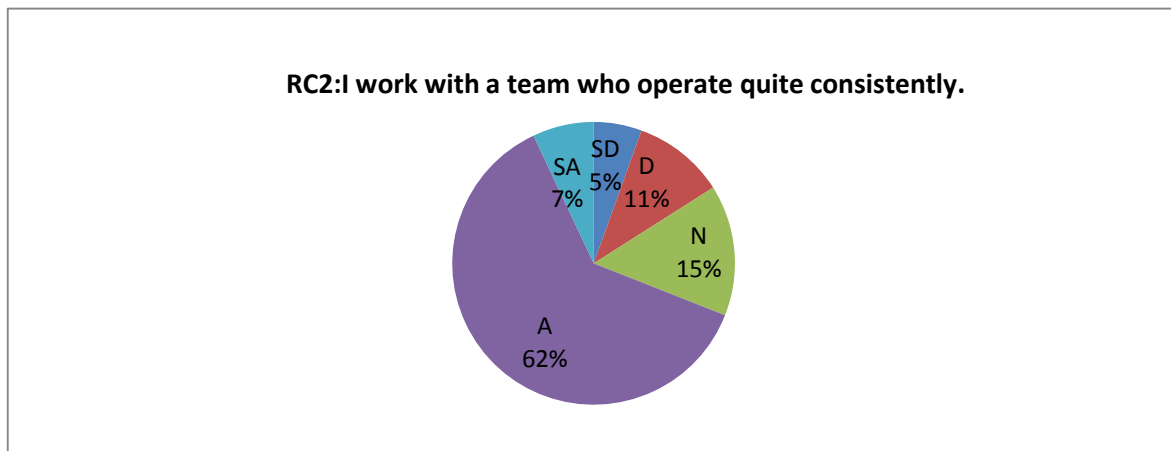


Table shows 11(5%) respondents were strongly disagree with the statement. 21(11%) respondents were disagree with the statement. 30(15%) were neutral, 106(62%) of the respondents are agree with the statement and 14(7%) are strongly agree with the statement. Mean is 3.54 and SD is 0.96. Mean shows that respondents were agree with the statement.

RC 3: I do not receive incompatible requests from all of my supervisors.

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
RC 3	17	40	73	57	13	3.04	1.04

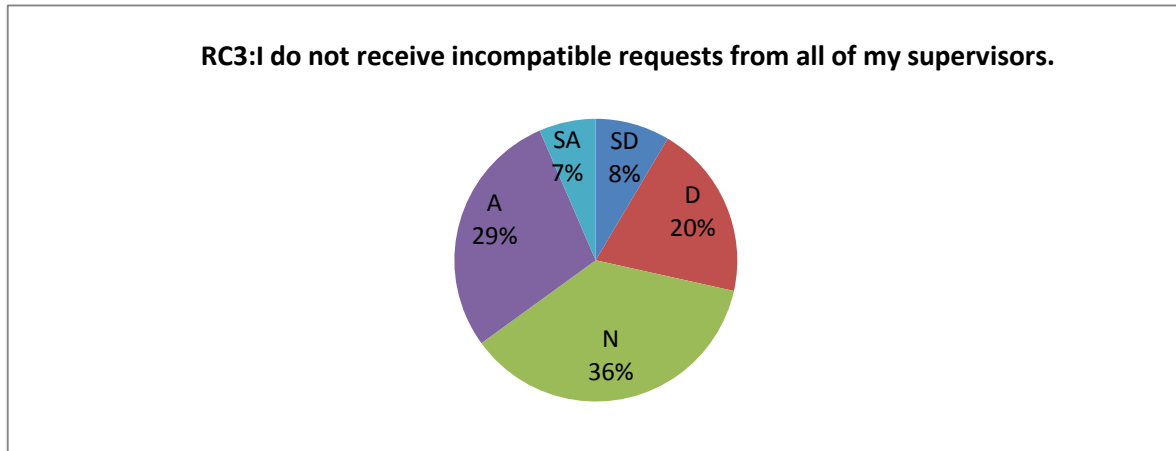


Table shows 17(8%) respondents were strongly disagree with the statement. 40(20%) respondents were disagree with the statement. 73(36%) were neutral, 57(29%) of the respondents are agree with the statement and 13(7%) are strongly agree with the statement. Mean is 3.04 and SD is 1.04. Mean shows that respondents were neutral to the statement.

RC 4: Honest competition exists between workers in this school

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
RC 4	20	27	23	100	30	3.46	1.19

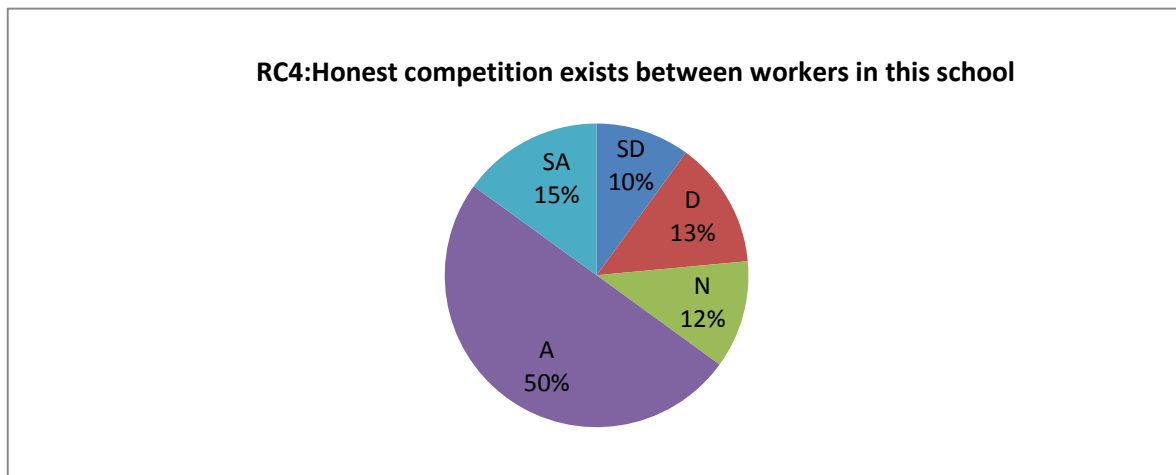


Table shows 20(10%) respondents were strongly disagree with the statement. 27(13%) respondents were disagree with the statement. 23(12%) were neutral, 100(50%) of the respondents are agree with the statement and 30(15%) are strongly agree with the statement. Mean is 3.46 and SD is 1.19. Mean shows that respondents were agree with the statements.

RC 5: There is no bickering and fighting at work

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
RC 5	8	21	39	100	32	3.63	1.00

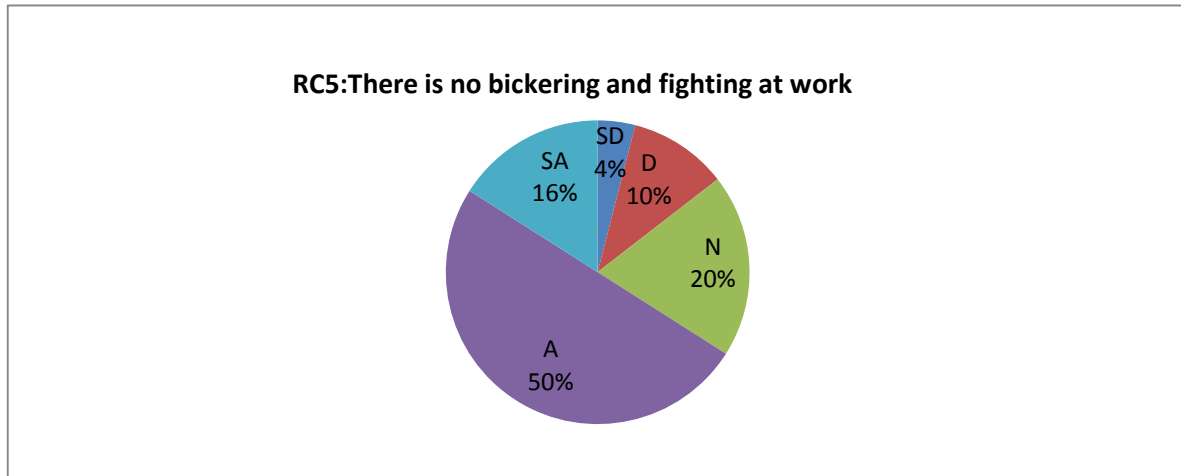


Table shows 8(4%) respondents were strongly disagree with the statement. 21(10%) respondents were disagree with the statement. 39(20%) were neutral, 100(50%) of the respondents are agree with the statement and 32(16%) are strongly agree with the statement. Mean is 3.63 and SD is 1.00. Mean shows that respondents were agree with the statement.

RC 6: I do not have difficulty in my job because of the competence of the people with whom I work

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
RC 6	5	11	33	123	28	3.79	0.84

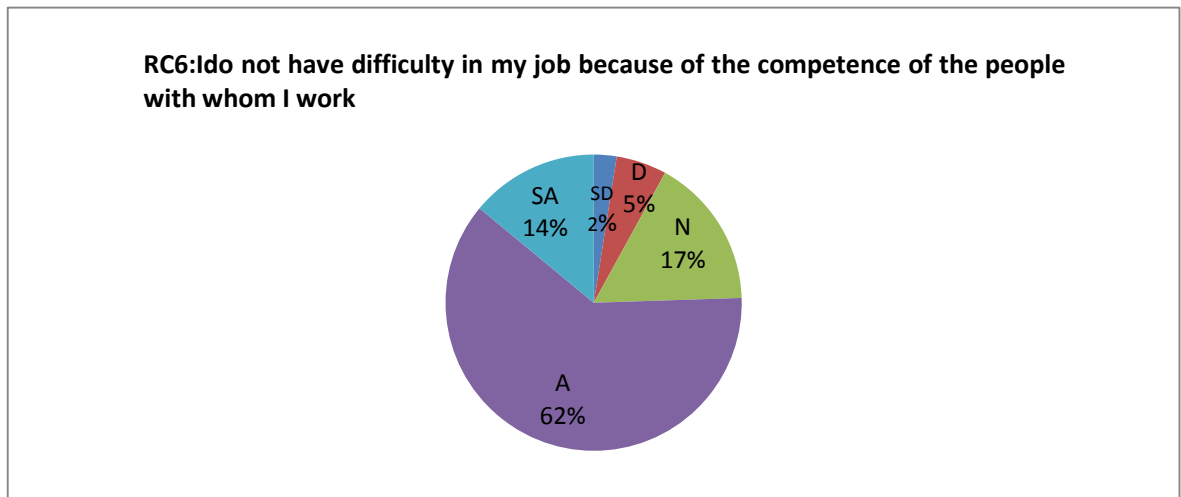


Table shows 5(2%) respondents were strongly disagree with the statement. 11(5%) respondents were disagree with the statement. 33(17%) were neutral, 123(62%) of the respondents are agree with the statement and 28(14%) are strongly agree with the statement. Mean is 3.79 and SD is 0.84. Mean shows that respondents were agree with the statement.

RS1: My supervisor treats me fairly

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
RS 1	12	20	8	112	48	3.82	1.09

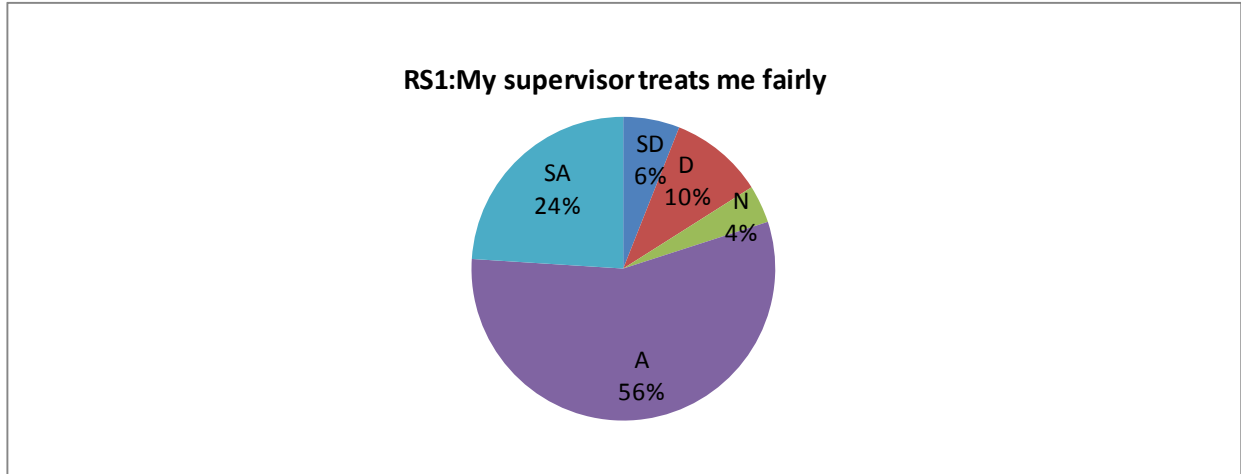


Table shows 12(6%) respondents were strongly disagree with the statement. 20(10%) respondents were disagree with the statement. 8(4%) were neutral, 112(56%) of the respondents are agree with the statement and 48(24%) are strongly agree with the statement. Mean is 3.82 and SD is 1.09. Mean shows that respondents were agree with the statement.

RS 2: My supervisor treats me with respect

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
RS 2	5	16	15	114	50	3.94	0.93

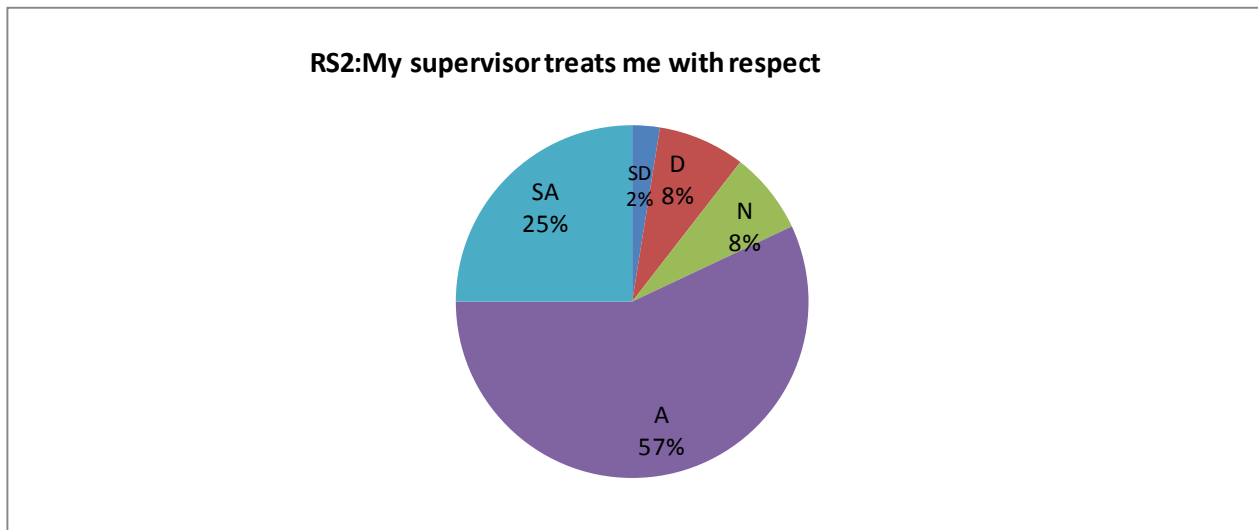


Table shows 5(2%) respondents were strongly disagree with the statement. 16(8%) respondents were disagree with the statement. 15(8%) were neutral, 114(57%) of the respondents are agree with the statement and 50(25%) are strongly agree with the statement. Mean is 3.94 and SD is 0.93. Mean shows that respondents were agree with the statement.

RS 3: My supervisor handles my work related issues satisfactorily

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
RS 3	6	18	20	120	36	4.00	2.99

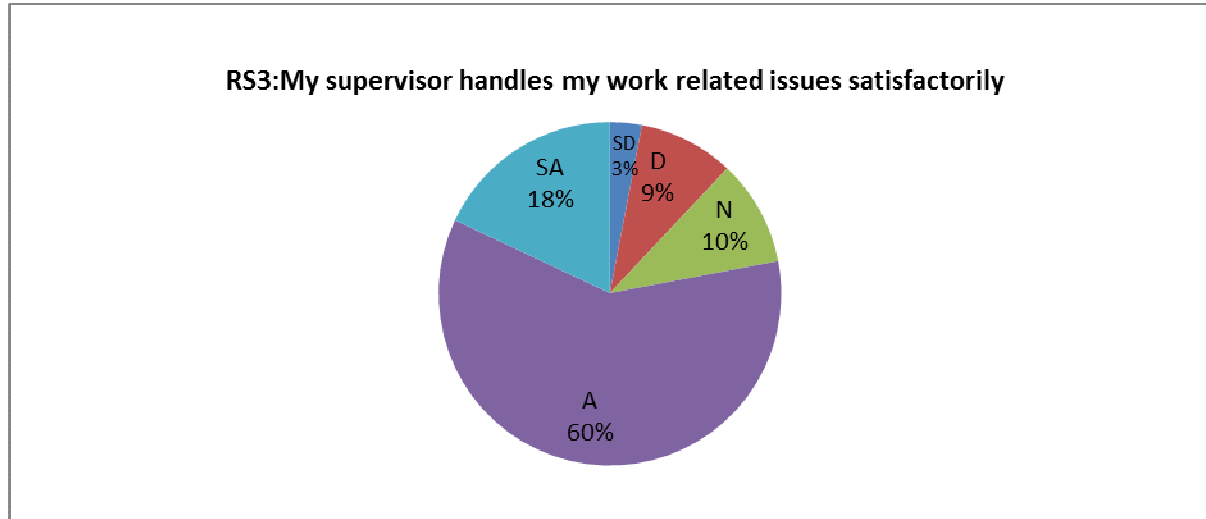


Table shows 6(2%) respondents were strongly disagree with the statement. 18(8%) respondents were disagree with the statement. 20(8%) were neutral, 120(57%) of the respondents are agree with the statement and 36(25%) are strongly agree with the statement. Mean is 4.00 and SD is 2.99. Mean shows that respondents were agree with the statement.

RS 4: My supervisor available to me when I have questions or need help

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
RS 4	9	16	17	117	41	3.82	0.99

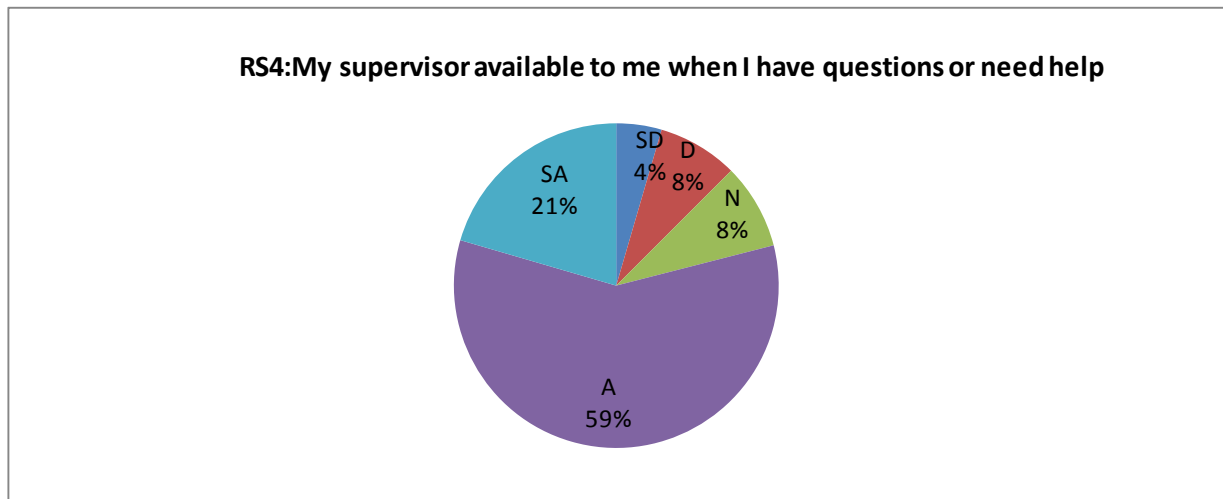


Table shows 9(4%) respondents were strongly disagree with the statement. 16(8%) respondents were disagree with the statement. 17(8%) were neutral, 117(59%) of the respondents are agree with the statement and 41(21%) are strongly agree with the statement. Mean is 3.82 and SD is 0.99. Mean shows that respondents were agree with the statement.

RS 5: My supervisor asks me for my input to help make decisions

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
RS 5	6	27	20	109	38	3.73	1.01

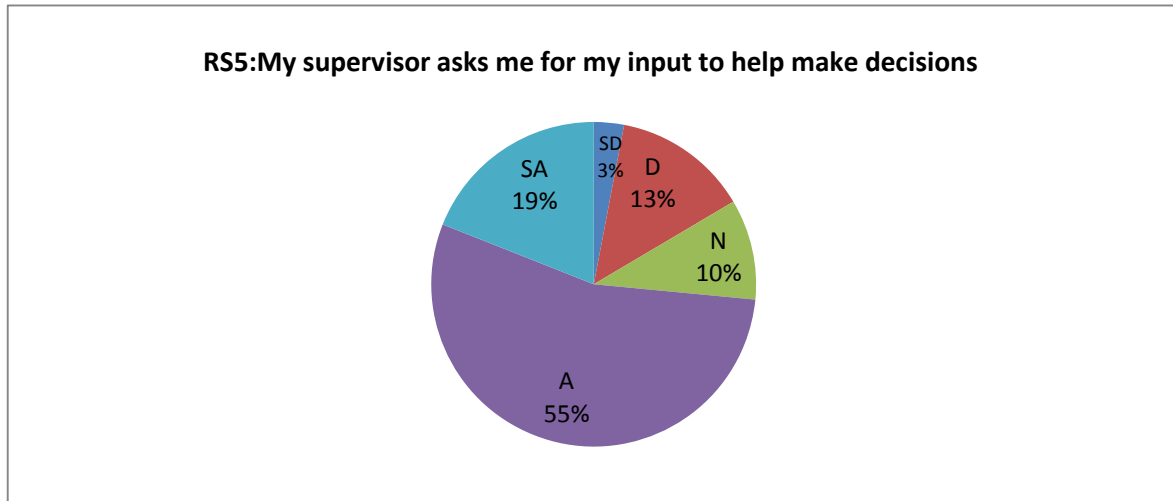


Table shows 6(3%) respondents were strongly disagree with the statement. 27(13%) respondents were disagree with the statement. 20(10%) were neutral, 109(55%) of the respondents are agree with the statement and 38(19%) are strongly agree with the statement. Mean is 3.73 and SD is 1.01. Mean Shows that respondents were agree with the statement.

RS 6: My supervisor delegates work effectively

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
RS 6	4	23	32	104	37	3.73	0.95

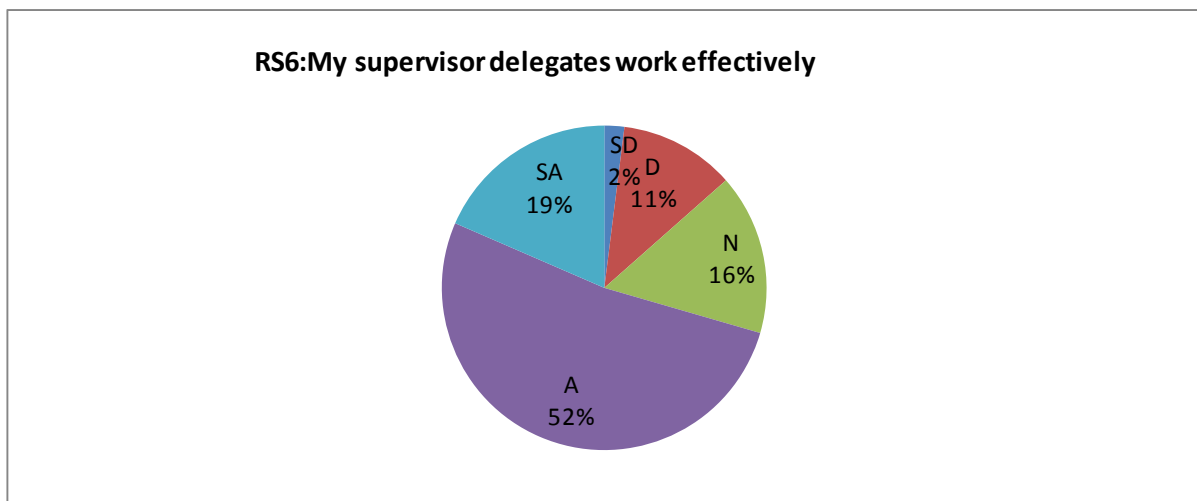


Table shows 4(2%) respondents were strongly disagree with the statement. 23(11%) respondents were disagree with the statement. 32(16%) were neutral, 104(52%) of the respondents are agree with the statement and 37(19%) are strongly agree with the statement. Mean is 3.73 and SD is 0.95. Mean shows that respondents were agree with the statement.

NW 1: My work is varied and is not routine

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
NW 1	20	68	30	71	11	2.92	1.14

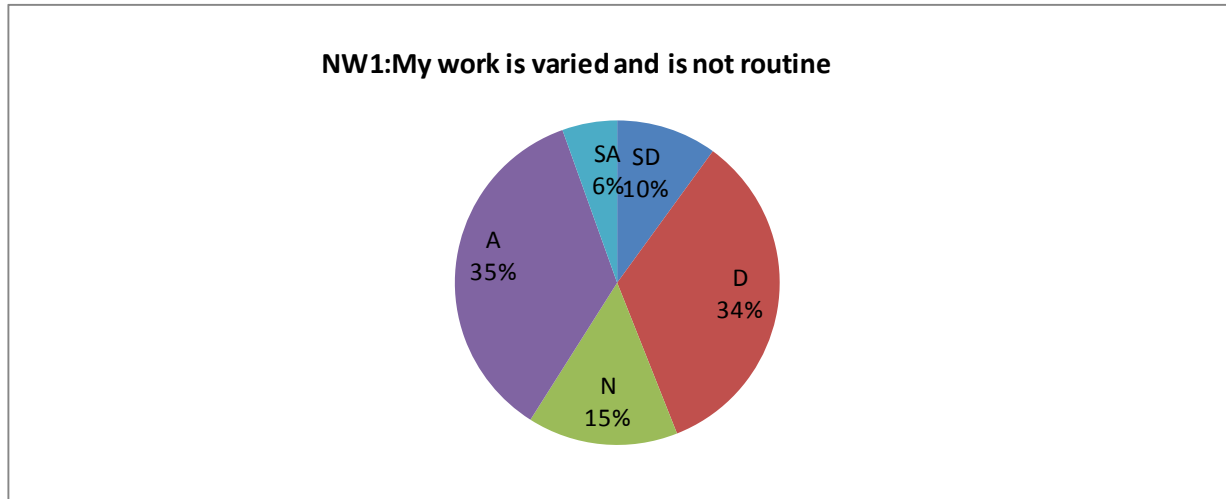


Table shows 20(10%) respondents were strongly disagree with the statement. 68(34%) respondents were disagree with the statement. 30(15%) were neutral, 71(35%) of the respondents are agree with the statement and 11(6%) are strongly agree with the statement. Mean is 2.92 and SD is 1.14. Mean shows that respondents were disagree with the statement.

NW 2: My job requires the use of a number of skills

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
NW 2	6	23	17	115	39	3.79	0.98

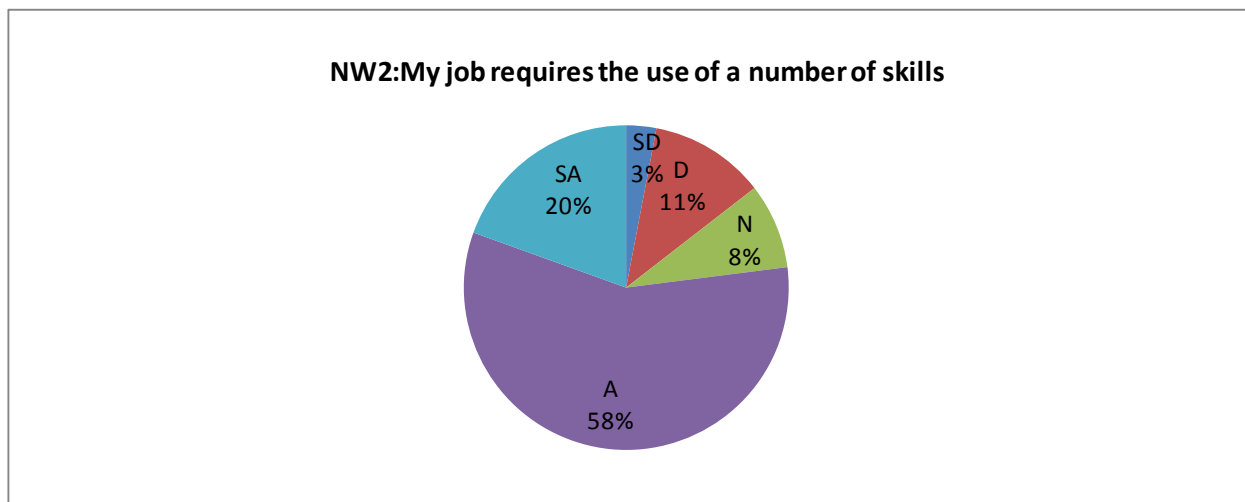


Table shows 6(3%) respondents were strongly disagree with the statement. 23(11%) respondents were disagree with the statement. 17(8%) were neutral, 115(58%) of the respondents are agree with the statement and 39(20%) are strongly agree with the statement. Mean is 3.79 and SD is 0.98. Mean shows that respondents were agree with the statement.

NW 3: The work I do contributes to the school's goals

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
NW 3	5	11	17	119	48	3.97	0.87

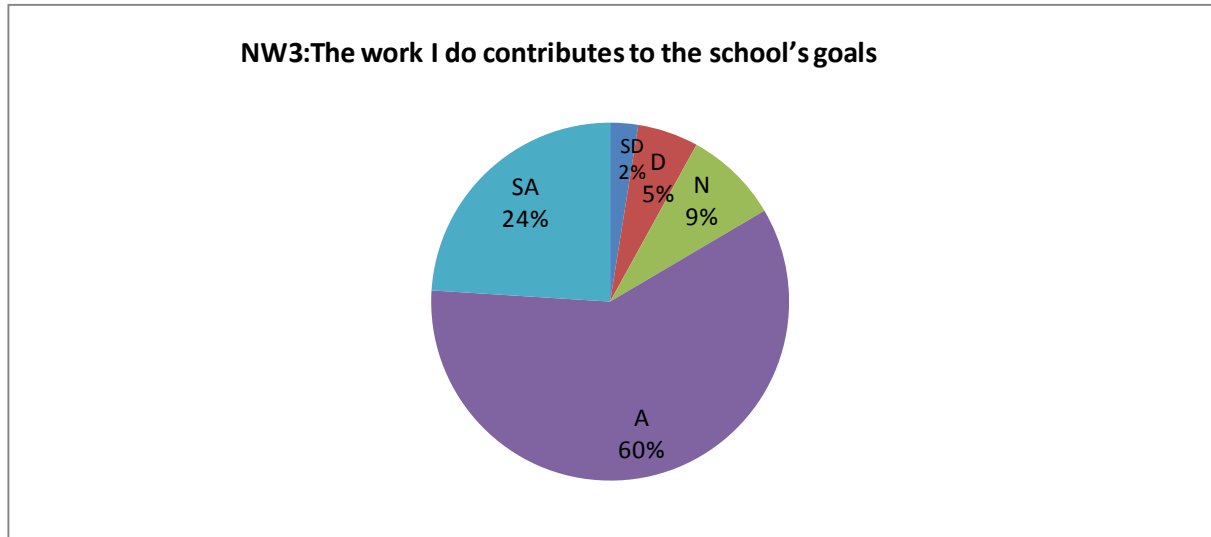


Table shows 5(2%) respondents were strongly disagree with the statement. 11(5%) respondents were disagree with the statement. 17(9%) were neutral, 119(60%) of the respondents are agree with the statement and 48(24%) are strongly agree with the statement. Mean is 3.97 and SD is 0.87. Mean shows that respondents were agree with the statement.

NW 4: A lot of other people can be affected in some way by my work

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
NW 4	17	36	39	92	16	3.27	1.11

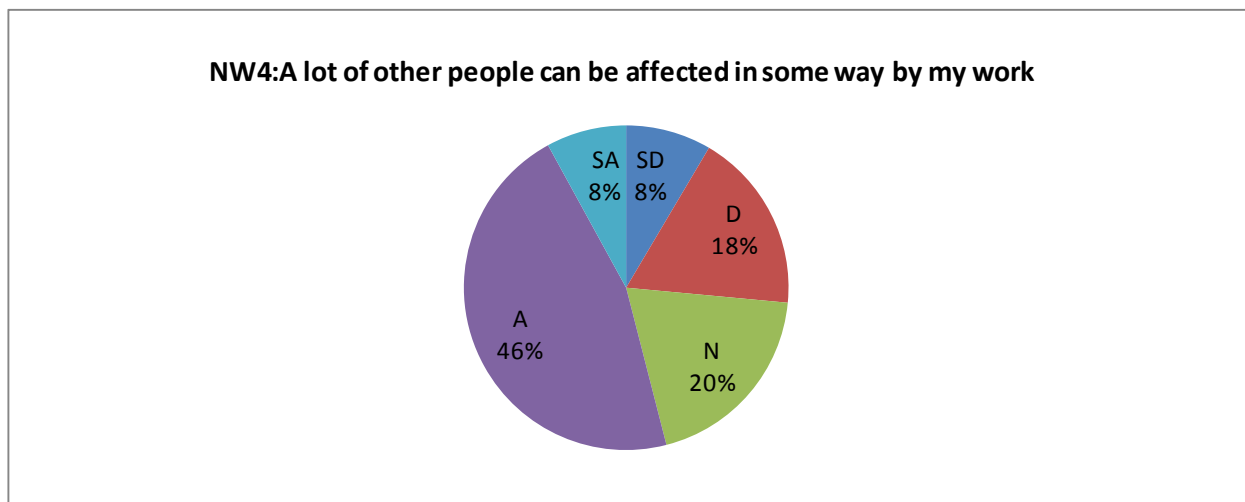


Table shows 17(8%) respondents were strongly disagree with the statement. 36(18%) respondents were disagree with the statement. 39(20%) were neutral, 92(46%) of the respondents are agree with the statement and 16(8%) are strongly agree with the statement. Mean is 3.27 and SD is 1.11. Mean shows that respondents were agree with the statement.

NW 5: My job gives me the opportunity to work independently

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
NW 5	7	33	25	102	33	3.60	1.055

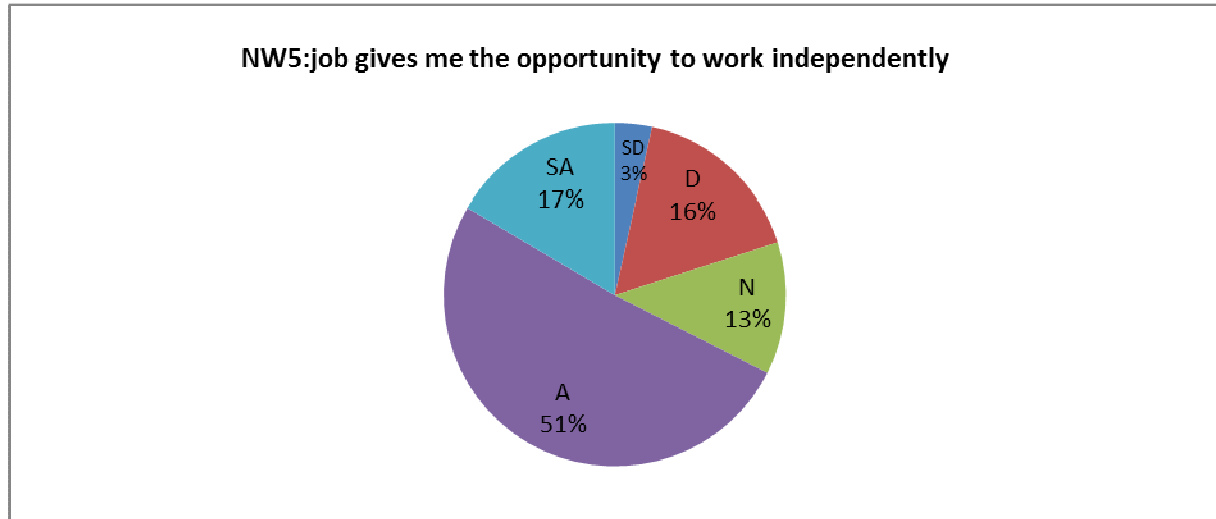


Table shows 7(3%) respondents were strongly disagree with the statement. 33(16%) respondents were disagree with the statement. 25(13%) were neutral, 102(51%) of the respondents are agree with the statement and 33(17%) are strongly agree with the statement. Mean is 3.60 and SD is 1.055. Mean shows that respondents were agree with the statement.

NW 6: My job requires me to be very creative

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
NW 6	7	17	30	108	38	3.76	0.97

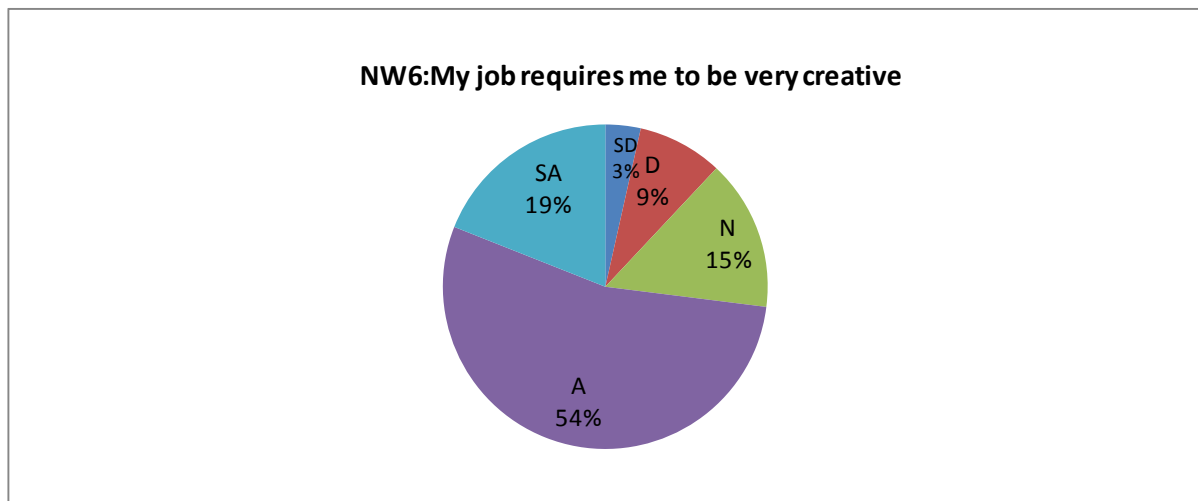


Table shows 7(3%) respondents were strongly disagree with the statement. 17(9%) respondents were disagree with the statement. 30(15%) were neutral, 108(54%) of the respondents are agree with the statement and 38(19%) are strongly agree with the statement. Mean is 3.76 and SD is 0.9. Mean shows that respondents were agree with the statement.

NW 7: My job goals are clear

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
NW 7	10	5	19	105	61	4.0	0.97

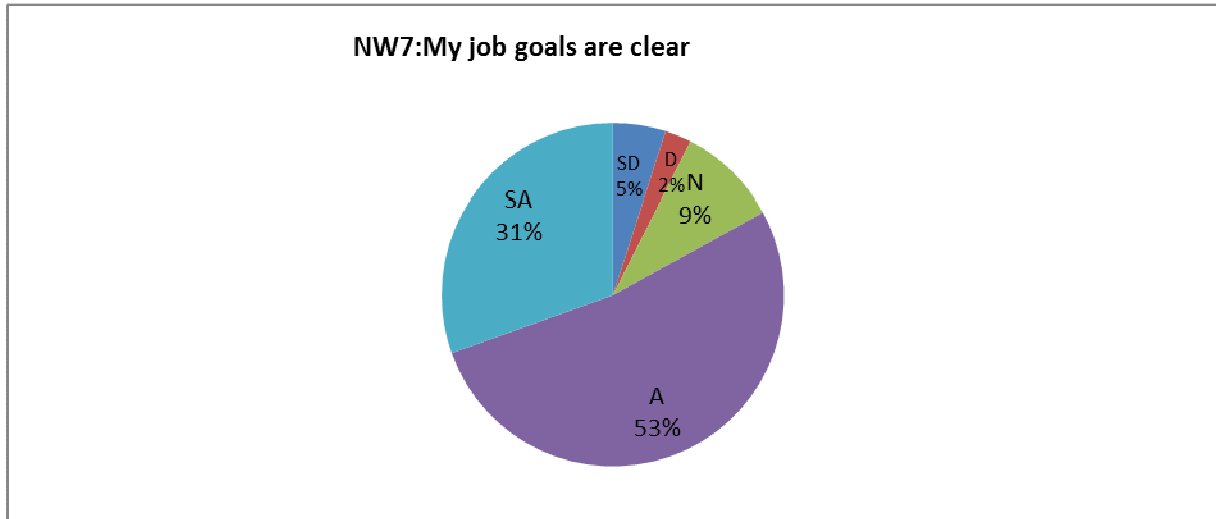


Table shows 10(5%) respondents were strongly disagree with the statement. 5(2%) respondents were disagree with the statement. 19(9%) were neutral, 104(53%) of the respondents are agree with the statement and 61(31%) are strongly agree with the statement. Mean is 4.0 and SD is 0.97. Mean shows that respondents are strongly agree with the statement.

JS 1: My job is like a hobby to me

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
JS 1	15	37	19	97	32	3.47	1.18

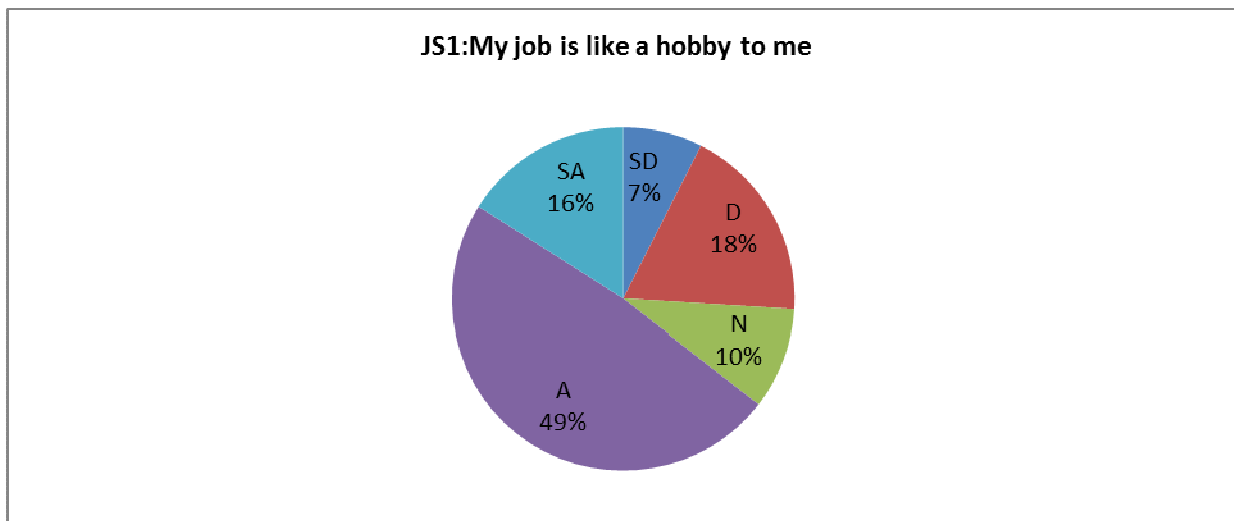


Table shows 15(7%) respondents were strongly disagree with the statement. 37(18%) respondents were disagree with the statement. 19(10%) were neutral, 97(49%) of the respondents are agree with the statement and 32(16%) are strongly agree with the statement. Mean is 3.47 and SD is 1.18. Mean shows that respondents are agree with the statement.

JS 2: I find real enjoyment in my workplace

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
JS 2	5	22	27	103	43	3.78	0.98

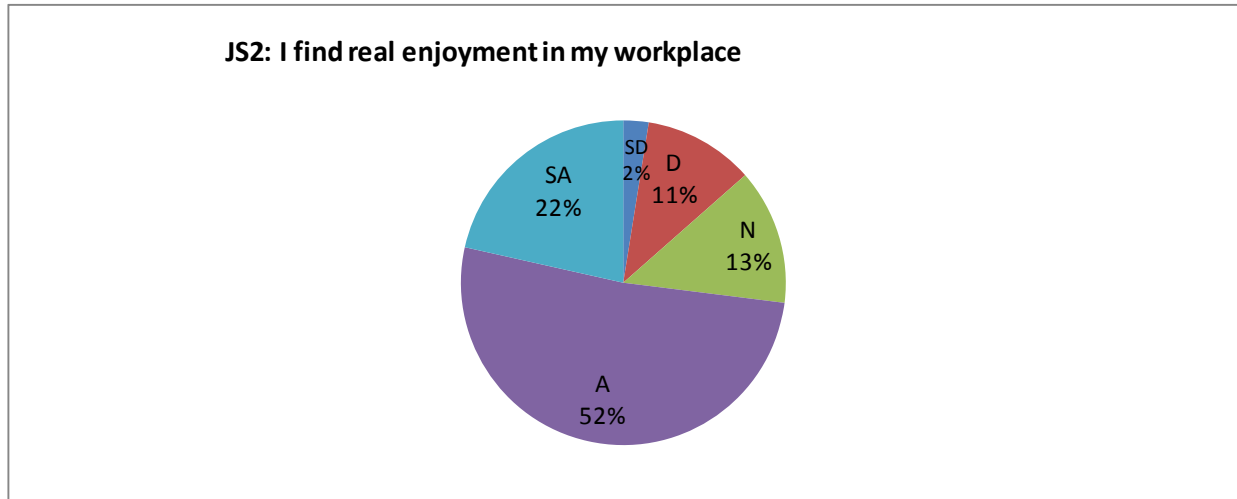


Table shows 5(2%) respondents were strongly disagree with the statement. 22(11%) respondents were disagree with the statement. 27(13%) were neutral, 103(52%) of the respondents are agree with the statement and 43(22%) are strongly agree with the statement. Mean is 3.78 and SD is 0.98. Mean shows that respondents are agree with the statement.

JS 3: I am disappointed that I ever look this job.

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
JS 3	36	72	56	28	8	2.5	1.06

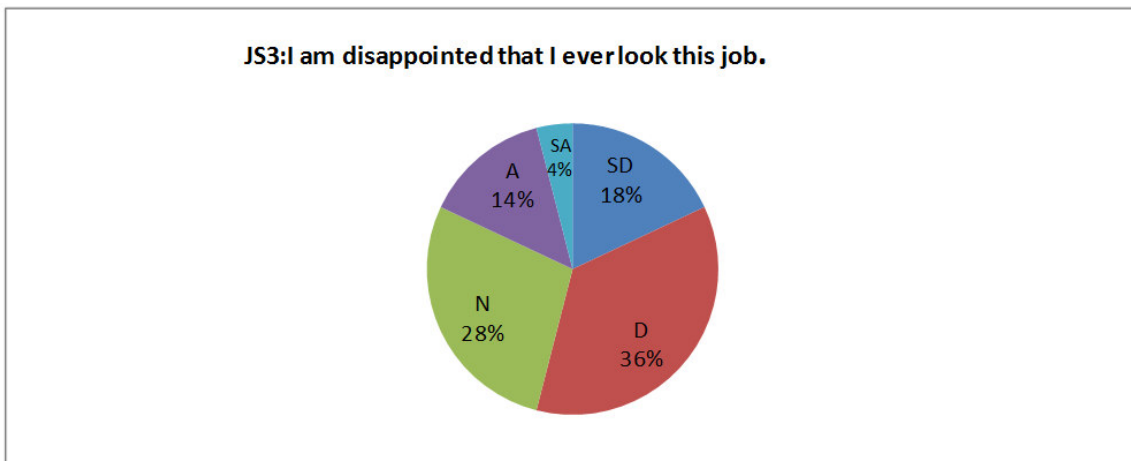


Table shows 37(18%) respondents were strongly disagree with the statement. 72(36%) respondents were disagree with the statement. 56(28%) were neutral, 28(14%) of the respondents are agree with the statement and 8(4%) are strongly agree with the statement. Mean is 2.5 and SD is 1.06. Mean shows that respondents are disagree with the statement.

JS 4: Each day of work seems that it will never end.

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
JS 4	26	59	36	64	15	2.91	1.19

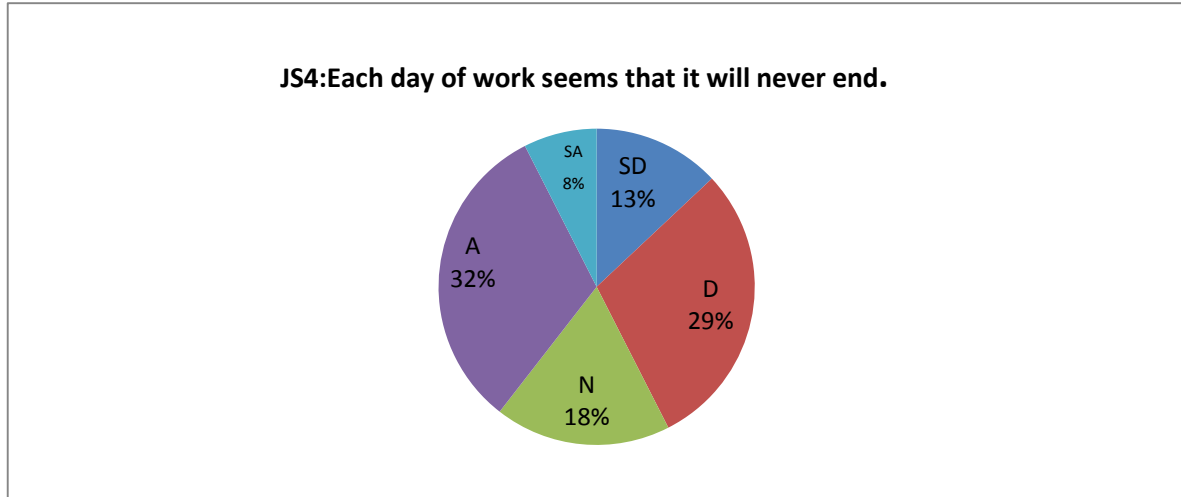


Table shows 26(13%) respondents were strongly disagree with the statement. 59(29%) respondents were disagree with the statement. 36(18%) were neutral, 64(32%) of the respondents are agree with the statement and 15(8%) are strongly agree with the statement. Mean is 2.91 and SD is 1.19. Mean shows that respondents are disagree with the statement.

JS 5: My job is pretty uninteresting.

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
JS 5	37	78	50	20	15	2.49	1.12

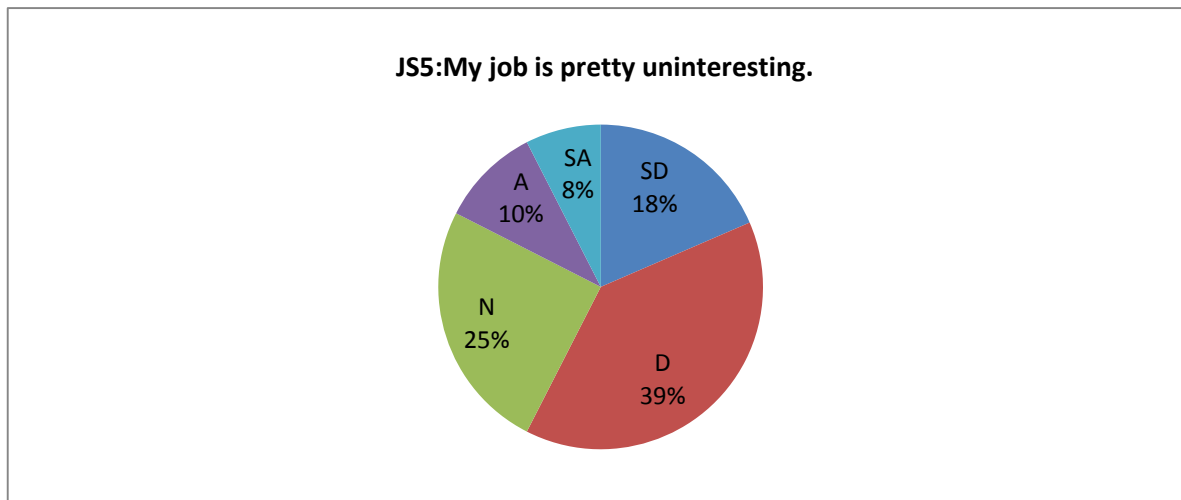


Table shows 37(18%) respondents were strongly disagree with the statement. 78(39%) respondents were disagree with the statement. 50(25%) were neutral, 20(10%) of the respondents are agree with the statement and 15(8%) are strongly agree with the statement. Mean is 2.49 and SD is 1.12. Mean shows that respondents were disagree with the statement.

Regression Analysis:

Independent Variable	Beta	T	Sig.
Pay	.157	2.244	.026

N:200	R Square: .025	Adjusted R Square: .020
F: 5.034	Significance: .026	Dependent Variable: Job Satisfaction

This table shows regression analysis. In this Pay is independent variable and job satisfaction is dependent variable. In this table the value of R square is .025, F value is 5.034 and significance is .026. T value is 2.24 so it proves that H1 is proved and error is 2.6.

Independent Variable	Beta	T	Sig.
LC	.274	4.071	.000

N:200	R Square: .077	Adjusted R Square: .073
F: 16.575	Significance: .000	Dependent Variable: Job Satisfaction

This table shows regression analysis. In this Locus of control is independent variable and job satisfaction is dependent variable. In this table the value of R square is .077, F value is 16.575 and significance is .000. T value is 4.071 so H2 is proved and error is 0.

Independent Variable	Beta	T	Sig.
Employee Empowerment	.112	13.629	.114

N:	R Square: .013	Adjusted R Square: .008
F: 2.519	Significance: .114	Dependent Variable: Job Satisfaction

This table shows regression analysis. In this employee empowerment is independent variable and job satisfaction is dependent variable. In this table the value of R square is .013, F value is 2.519 and significance is .114. T value is 13.629 so it proves H3 is proved and error is 11.4%.

Independent Variable	Beta	T	Sig.
Turnover Intention	.323	4.797	.000

N:200	R Square: .104	Adjusted R Square: .100
F: 23.016	Significance: .000	Dependent Variable: Job Satisfaction

This table shows regression analysis. In this Turnover Intention is independent variable and job satisfaction is dependent variable. In this table the value of R square is .104, F value is 23.016 and significance is .000. T value is 4.79. So it proves H4 is proved and error is 0.

Independent Variable	Beta	T	Sig.
Working condition	.187	2.683	.008

N:200	R Square: .035	Adjusted R Square: .030
F: 7.200	Significance: .008	Dependent Variable: Job Satisfaction

This table shows regression analysis. In this Working Condition is independent variable and job satisfaction is dependent variable. In this table the value of R square is .035, F value is 7.200 and significance is .008. T value is 2.683 so it proves H5 is proved and error is 0.8.

Independent Variable	Beta	T	Sig.
Training and Development	.262	3.821	.000

N:200	R Square: .069	Adjusted R Square: .064
F: 14.603	Significance: .000	Dependent Variable: Job Satisfaction

This table shows regression analysis. In this Training and development is independent variable and job satisfaction is dependent variable. In this table the value of R square is .069, F value is 14.603 and significance is .000. T value is 3.821. So H6 is proved and error is 0.

Independent Variable	Beta	T	Sig.
Relationship with co-worker	.323	4.799	.000

N:200	R Square: .104	Adjusted R Square: .100
F: 23.030	Significance: .000	Dependent Variable: Job Satisfaction

This table shows regression analysis. In this Relationship with co-worker is independent variable and job satisfaction is dependent variable. In this table the value of R square is .104, F value is 23.03 and significance is .000. T value is 4.799. So H7 is proved and error is 0.

Independent Variable	Beta	T	Sig.
Relationship with Supervisor	.290	4.270	.000

N:200	R Square: .084	Adjusted R Square: .080
F: 18.231	Significance: .000	Dependent Variable: Job Satisfaction

This table shows regression analysis. In this Relationship with supervisor is independent variable and job satisfaction is dependent variable. In this table the value of R square is 0.84, F value is 18.231 and significance is .000. T value is 4.270. So H8 is proved and error is 0.

Independent Variable	Beta	T	Sig.
Nature of Work	.294	4.322	.000

N:200	R Square: .086	Adjusted R Square: .082
F: 18.683	Significance: .000	Dependent Variable: Job Satisfaction

This table shows regression analysis. In this Nature of Work is independent variable and job satisfaction is dependent variable. In this table the value of R square is 0.86, F value is 18.683 and significance is .000. T value is 4.322. So H9 is proved and error is 0.

Correlation:

Item	Pay	LC	EE	TI	WC	TD	RC	RS	NW	JS
Pay	1									
LC	.172	1								
EE	.209	.587	1							
TI	.271	.031	.031	1						
WC	.234	.374	.273	.001	1					
TD	.304	.519	.384	.064	.537	1				
RC	.260	.554	.367	.050	.541	.673	1			
RS	.189	.496	.415	.008	.444	.490	.646	1		
NW	.217	.590	.526	.031	.316	.479	.519	.539	1	
JS	.157	.278	.112	.323	.187	.262	.323	.290	.294	1

This tables shows correlation. The relationship of pay is positive with locus of control, employee empowerment, turnover intention, working condition, Training and development, Relationship with coworker, relationship with supervisor, Nature of work, and job satisfaction. Pay does not have strong relationship with other variables

The relationship of locus of control with employee empowerment, turnover intention, working condition, Training and development, Relationship with coworker, relationship with supervisor, Nature of work, and job satisfaction is positive. It is strong with Employee empowerment, and nature of wok, Training and development, Relationship with co worker .

The relationship employee empowerment with turnover intention, working condition, Training and development, Relationship with coworker, relationship with supervisor, Nature of work, and job satisfaction is positive. It is strong with nature of wok

The relationship turnover intention with working condition, Training and development, Relationship

with coworker, relationship with supervisor, Nature of work, and job satisfaction is positive. The relationship of working condition with Training and development, Relationship with coworker, relationship with supervisor, Nature of work, and job satisfaction is positive. It is strong with Training & development and relationship with coworker. The relationship of Training and development with Relationship with coworker, relationship with supervisor, Nature of work, and job satisfaction is positive. It is strong with relationship with coworker.

The impact of Relationship with coworker with relationship with supervisor, Nature of work, and job satisfaction is positive. It is strong relationship with supervisor and nature of work. The impact Relationship with supervisor with Nature of work, and job satisfaction is positive. It is strong relationship with nature of work.

Conclusion

This study was conducted to find out the factors which will affect job satisfaction of public sector secondary school of city Rahim Yar Khan. 250 questionnaires were distributed and 200 were completed and returned. The respondent were 76 were male and 124 were female. Mostly Respondents lie between the age of 41 to 50 years. Mostly Respondents were secondary School teachers. Mostly have total job experience above 20 years. Factors Pay, Locus of Control, employee empowerment, turnover intention, working condition, Relationship with coworker, Training and development, relationship with coworker and nature of work. From frequency distribution and mean it is identified that Pay has significant impact on job satisfaction.

In correlation analysis it is concluded that there is positive relationship between variables.

Pay does not have strong relationship with other variables. The relationship of **locus of control** is It is strong with Employee empowerment, and nature of wok, Training and development, Relationship with coworker. The **Relationship of employee empowerment** is strong with nature of wok. The relationship of Turnover intention is not strong with other variables. The relationship of **working condition** is strong with Training & development and relationship with coworker. The relationship of **training and development** is strong with relationship with coworker. The impact of **relationship with coworker** is strong with relationship with supervisor. The **impact of relationship with supervisor** is strong with nature of work. Nature of work has not strong relation with Job satisfaction.

Recommendations:

This study concluded that pay system must be improved. Government should take measures like increase the pay. Steps must be taken to give understanding of pay policy and its criteria. The study includes small geographical area it is recommended that it must be conducted in future for large area. The factors used in this have strong affect on job satisfaction, top management should consider while making decisions for school teachers. Based on the same assumptions other factors must also be consider which needs to be discussed like job stress, organizational culture etc.

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