

## Factors Affecting Teachers' Motivation towards Their Job Satisfaction: A Qualitative Study at Secondary Level Public Sector Schools of Quetta City

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### Abstract

*Education department of Baluchistan has become the biggest job providing source. Its main objective is to provide the quality education to the upcoming generation and the teachers are central to provide knowledge therefore, teacher's motivation is very important. The researchers' main objective was to investigate the factors affecting the teachers' motivation toward their job satisfaction at secondary level in public sector schools of Quetta city. The research questions of the study are; what are the factors which affect the teacher's motivation? Which strategies are effective for teachers' motivation? The design of research was descriptive survey. The size of the sample was 100 respondents, including male and female teachers. A self-structured interview was used as a research instrument to collect the qualitative data. A focused group discussion was conducted to find out the answers of research questions. The qualitative data through the focus group discussion was analyzed through thematic analysis. Research findings reveal that salary was the most important factor which had an impact on teacher's motivation. Recommendations have been provided for further studies.*

**Key words:** Motivation, extrinsic motivation, intrinsic motivation, altruistic motivation, job satisfaction.

## **INTRODUCTION**

### **Background of the Study**

In present era education is one of the most important indicators of the development. Its purpose is to produce trained human resource, so that the country gets success. Therefore, satisfied workforce is essential in this sector (Scott, 2004). Establishment of a quality education system depends on skillful teachers (Jyoti & Sharma, 2006). Teacher role cannot be ignored in bringing the progress and prosperity in the country (Ayele, 2014). Teachers who are highly qualified and have specialized teaching skills are more productive and produce high qualified learners (Bolin, 2007). Noordin & Josuff, (2009) concedes that independent society progress depends on the successful and strong education system.

The teacher's motivation is the name of efforts, willingness and the goal which a person wants to achieve (Negussie, 2014). Motivation triggers the person to attain the goals. Work motivation is that process which relates to the performance that makes someone energetic, aggressive in his work. Motivation is the name of that skill and knowledge which generate a high mental level of efforts. Motivation is the ability to start work without motivation, nobody can do the hard work. Motivation converts our action into decision making to do specific work (Mustafa & N.Othman, 2010).

Intrinsic and extrinsic factors are the most common factors which motivate the people to enter into any profession. Some teachers doing their work with great devotion, but if they are provided better salary package their motivation and performance will increase. Satisfaction or dissatisfaction is considered as a bipolar concept regarding jobs. Satisfied employee has high level of job satisfaction whereas unsatisfied employee has low level of job satisfaction. Satisfied person develop interpersonal relation, increase attention to work. The reasons of unhappiness at work is annoying boss, uncomfortable environment and low salary demotivate the employee (Authors, 10-Oct-2013).

There are many factors affecting the motivation of teachers. For example, personal and social factors, organization environment, economic status, colleague's behavior, reward and self-confidence, etc. If the teacher will be satisfied with his job, then he/she can perform his responsibilities with more concentration, devotion and competence. For the acknowledgement of the teacher's good performance, reward or any appreciation certificate should be provided to the deserving teachers. The incentive may be in the form of material or verbal, to increase their performance (Ghaffar et al. 2013).

### **Rationale of the Study**

Education department becomes a most job generating department. Its main objective is to provide the quality education to the upcoming generation and the teachers are the key source to provide knowledge for that teacher's motivation is very important. When employees are not effectively motivated, the performance level of the employee never exceeds. Performance and professionalism of the employees enhanced through motivation. There are different factors that demotivate the teachers toward their job satisfaction. The researcher main objective was to find out those factors which affect the teacher's motivation toward their job satisfaction at secondary level in public sector schools of Quetta city.

### **Statement of the Problem**

The effectiveness, dignity and commitment of the teachers depend upon high morale, job satisfaction and motivation (Shann & M, 2001). The phenomena of teacher's motivation and job satisfaction are very important in schools of any country. In developing countries, over the six decades the phenomenon of teacher's motivation and job satisfaction has remained under discussion. Thousands of articles had been published on these issues. There is limited literature about teacher's motivation in Pakistan, particularly in Baluchistan due to this reason the researcher prompted to conduct study about factors affecting teacher's motivation towards their job satisfaction at secondary level public sector schools of Quetta city.

## **Objectives**

The objectives of this research are:

1. To identify the factors affecting the teachers' motivation at secondary level in public sector schools of Quetta city.
2. To suggest the strategies to overcome the factors which affect the teachers' motivation at secondary level in public sector schools of Quetta city.

## **Research Question**

1. What are the factors affecting the teachers' motivation at secondary level in public sector school of Quetta city?
2. Which strategies are effective for teachers' motivation at secondary level in public sector school of Quetta city?

## **Limitation of the Study**

The limitation of the study was that the respondents didn't cooperate with a researcher. Few of the respondents showed less cooperation in focused group discussion.

## **LITERATURE REVIEW**

### **Motivation**

Motivation is a driving force that pushes a person to take a particular action in order to accomplish some certain goals. Everybody has a different level of motivation which is different from each other like discernment, state of mind from claiming everybody is diverse and vary person to person. For instance an individual feels hungry, and as a reaction that specific individual eats so the affections of craving get reduced (Inayatullah & Jehangir). A motivation gives us a new vision and energy to perform a new action and to start something new, motivation also controls our decisions in a distracting situation and leads us to our other priorities (Mustafa & N.Othman, 2010).

### **Types of Motivation**

Intellectuals have explained the different types of motivation. It includes extrinsic, intrinsic, altruistic or financial and non-financial. At different work places employees get different types of motivation. Furthermore Sarkar et al. (2000) also explains motivation is divided

into financial and non-financial, positive and negative motivation, extrinsic, intrinsic and altruistic motivation.

### **Effect of Intrinsic Motivation on Performance**

According to Maicibi (2003), in many countries the majority demotivating factors of changing curricula are overcrowded classroom, workload, other factors and programs. Furthermore the researcher purport that teachers do not take an interest in using new teaching strategies and make innovation in their teaching due to overcrowded and heavy workload.

### **Effect of Extrinsic Motivation on Performance**

Dungu (2000) in his review, summarized that the performance of the teachers affected due to far accommodation of the teachers from school it affect the arrival time of the teachers as well as cause tiredness. F.C, (1998) Suggested that extrinsic motivator like money has a great impact on employee job performance. As it is observed that there are colonies for different departments but unfortunately these opportunities are lacking in the education department for the great motivation teacher's colonies is established. The teachers are appointed near to their houses also motivate them to reduce the late timing and absenteeism in order to increase their efficiency, creativity and improvement in their performance (Akram, 2010).

### **Concept of Performance**

In 1970s, there was an idea that productivity increases when employees are motivated. Dessler (2005) says that an individual's performance can be identified by three motivational factors. For instance inspiration, working environment and the ability of the work to do. The environment has a powerful impact on the employee output and morale and job performance in a positive and negative way. If the employee does not get the peaceful environment, he gets de-motivated and his performance also get affected. Inappropriate work timings, uncomfortable environment or duties and lack of making personal decisions lead a person toward de-motivation. In such environment, employee feels pressure on himself and it influences on an employee's job performance (Chandrasekar & K, 2011).

In terms of teaching profession when teachers are motivated, their effectiveness and proficiency increases naturally toward high level achievement and confidence. Motivation of teacher can be enhanced through training and workshops held weekly, monthly and after a reasonable interval of time Dessler (2005).

### **Impact of Social and Environmental Factors on Teacher Performance**

Social factor plays an effective role in teachers' performance; it could be positive or worse. Situation in urban areas is much better than rural areas, where teachers face huge difficulties. In rural areas people don't appreciate a teacher who brings a bright future in their lives, there are too many factors which make a teacher's life miserable, feudal lords do not like their own people to go school and get quality education, so that one day they won't stand against them. Lack of proper infrastructure, poor law and order, especially in remote areas, unavailability of books and other factors directly impact a teacher's life. They don't get a building there, so that children can get under a roof, mismanagement of the education department, and no proper funds allocated for remote areas are the key factors which play an effective role in a teacher's life. Teachers are being given jobs, but without consideration that how a teacher can educate a child without a proper social care, however in the urban area's situation is slightly better. Teachers are given respect there and socially higher attitude towards them. This doesn't mean teachers working in urban areas are living happily and performing very well, things are difficult here too. A teacher can't perform well, unless society makes him/her to do so. There is respect for a teacher in society, people know them and ask them for their needs, however, this is not enough for a teacher to live happily and educate children with a quality of education. There are many stakeholders like government, parents and school owners, which can be polite with teachers and make them educate children with superior quality education, community role is as important as it could be, community can make a healthy environment and hassle-free atmosphere for the teachers. This is not a teacher's alone job to make society educated, but it's a collective responsibility. (Akhtar, et al., 2011)

## **Motivation Theories**

Many researchers main focus is when and how employees get motivated. Nine major approaches that have led to our understanding of motivation are Maslow s need-hierarchy theory, Herzberg s two-factor theory, Vroom's expectancy theory, Adams equity theory, and Skinner s reinforcement theory, theory X and Theory Y, Alderfer's ERG theory, McClelland's Theory of need, Cognitive Evaluation Theory. Here researcher has discussed Herzberg two- factor theory in detail.

## **Herzberg Two Factor Theory**

Two factor theory of Herzberg is based on job satisfaction and how to satisfy workers (Ololube, 2005). Frederick Herzberg thoroughly studied that which factors caused satisfaction and dissatisfaction in employee's workplace.

## **Herzberg has given the Hygiene and Motivational Factors.**

- I. Dissatisfies or Hygiene
- II. Satisfiers or Stimuli

According to Herzberg Hygiene factors must be present in the job before, so that motivation stimulates that person. Results cannot be achieved until all the hygiene dynamics are met to the satisfied level.

## **METHODOLOGY**

### **Introduction**

In this research study, the researcher used Qualitative research strategy. The basic objective of the study is to investigate the factors affecting the teacher's motivation toward their job satisfaction at secondary level in public sector schools of Quetta city.

### **Population and Sample**

A Stratified sampling technique was used to select the sample. In the first phase 20 secondary schools in Quetta city were selected through random sampling technique. In second phase 100 teachers (05 teachers from each school) were selected. The sample of the study was 50 male and 50 female government secondary school teachers of

Quetta city. Furthermore, ten schools are selected from Chilton town and ten schools from Zarghoon town.

### **Data Collection and Instrumentation**

The major instrument of the study for data collection was a self-structured interview. The consent letter was issued from the director of education of Balochistan to collect the data. The interview was arranged from 100 secondary school teachers of Quetta city. Interview was developed under the guidance of the supervisor.

### **ANALYSIS OF DATA**

The qualitative data through the focus group discussion, including 100 teachers (05 teachers from each school) was analyzed by theme to strengthen the interpretation of the quantitative data. A focused group discussion was conducted to find out the answers of research questions. The data analyzed through thematic analysis, following themes were emerged

#### **Theme 1: Satisfaction Level**

The focused group discussion revealed that satisfaction of teaching profession were more found in female rather than male because salary structure does not match the inflation rate, they are not able to fulfill their expenses.

#### **Theme 2: Social Status of Teachers**

The majority of the respondents agreed that teaching profession is a respectable profession and has job security, short working hours, desire to serve community and good social status motivated them toward teaching profession.

#### **Theme 3: Working Environment in Teaching**

It seemed that 50% respondents were satisfied with their working environment and 50% are not. According to the respondents "there is a cold war exist among the group of teachers". There are many reasons like, work load, lack of corporation (parents, teachers, and administration), students' careless behavior, conflict among teachers,



nepotism, overcrowded classrooms, lack of training, feedback and teaching materials.

#### **Theme 4: Improvement of Professional Skills**

The study observed that most of the respondents found that there were fewer opportunities in teaching profession for the professional development because of red tapism and nepotism.

#### **Theme 5: Hurdles in the Teaching Profession**

Teaching is considered to be a challenging profession. Many issues have been observed in the teaching profession that makes it more complicated than before. A teacher feels as if he is constantly fighting an uphill battle. Increased curriculum responsibility, lack of proper physical facilities and educational instruments and appliances, lack of parental support, unavailability of transportation and accommodation, lack of proper funding, communication, political, social and financial problems, medium of instruction, poor public perception, overcrowded classrooms and frequent transfers between schools, are challenges faced by teachers.

#### **Theme 6: Related to Physical Facilities**

Basic infrastructure should be provided to every school by government such as proper building including classrooms, chairs, desks, toilets, drinking water and other basic needs.

#### **Theme 7: Collaboration and Cooperation**

There is lack of team work among teachers, head-teachers which need to be ensured. Autocratic mode of administration prevailed in our public sector institutions which need to be replaced with democratic and participative one.

### **DISCUSSION**

The study showed the majority of the respondents agreed that the teaching profession is a respectable profession and has job security, shorter working hours, desire to serve the community and good social status motivated them toward teaching profession. It means, these are the key factors that motivate the people towards this profession.

The standard of life and social status must be upgraded according to the present world situation (Alam & Farid. , January, 2011)

## **CONCLUSION**

The research concluded that the teachers' motivation is affected due to socioeconomic, environmental and personal factors. The study explored that male respondents are not much satisfied with their salary than female. They were also agreed that there are some motivational factors which motivated them toward the teaching profession. Half of the respondents felt that, conducive environment plays a crucial role in the teaching profession. The majority of the respondents agreed that there are less professional development opportunities in this profession. Autocratic mode of administration prevailed in our public sector institutions, which needs to be replaced with democratic and participative one.

## **RECOMMENDATIONS**

For the improvement of the quality of the education it is very essential for the teachers to have continuous professional development.

The teachers are more motivated and satisfied with their jobs if the meaningful benefits are given to them to enhance their economic and financial status. Such as, the salary package should be smart and fixed according to their work, experience and qualification. The paid salary should meet with their needs.

The teachers be appointed near to their houses also motivated them to reduce their lateness and absenteeism in order to increase their efficiency, creativity and improvement in their performance. For the acknowledgement of the teacher's good performance, reward or any appreciation certificate should be provided to the deserving teachers.

The education department should facilitate the schools in term of basic facilities and necessary resources such as drinking water, desks, chair, toilets, library, well equipped science laboratory, sufficient classroom, and playground.

Good administration and effective leadership play an important role in making favorable environment for teaching.

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