

Job Satisfaction in Education Sector of Megacities: A Study of Higher Secondary Institutions of Karachi

Warda Hussaini

M Phil, Dept. of Public Administration, University of Karachi

Dr. Mustafa Hyder

Asst. Professor, Dept. of Public Administration, University of Karachi

Syeda Ghanwa Hussaini

Asst. Director, Social Welfare Department, Government of Sindh

Abstract

Megacities have been centering of attraction for their modernity, growth and opportunities, whereas they combat with number of challenges like overcrowding, high cost of living, increased competition etc. Similarly, megacity Karachi (biggest metropolitan city of Pakistan, ranked as 7th most populous city in the world, with the growth rate of 2.41%, 2020), which makes it quite apparent that managing in this mega city do makes it challenging on individual level as well. Every megacity depends upon industries and organizations for its growth and Education sector is one of those key players, where Higher Secondary Education Institutions are considered as backbone in employing more of skilled workers. Job satisfaction is the main predictor of organizational success. This paper examined the factors affecting the job satisfaction in Higher Secondary Educational Institutions of Karachi. The data were collected through primary data gathering using questionnaire for employees working in public and private colleges of megacity

Karachi. Sample size is restricted to 100 respondents selected through convenient sampling. This research was aimed at finding relationship between employees' job satisfaction in Higher Secondary Education Institution of Megacity (Karachi) and its dynamics. In final part of this research, we tried to find out relationship between level of job satisfaction and demands of the megacity, exploring factors affecting job satisfaction in megacities.

Keywords: Job satisfaction, organizational learning, employee motivation, work environment, city dynamics

I. Introduction

“Job satisfaction is a vital research topic in organizational behavior and management sciences for its direct relation with the organizational success (Kalpina Kumari, November 2022) and was first introduced by he stated job satisfaction as combination of, physiological and environmental circumstances that cause a person truthfully to say, I am satisfied with my job”. (Aslı Öztürk, July 2023). In today's competitive world, where organizations are facing cut throat competition, human resource management mainly focuses on employees' satisfaction related to job in order to achieve maximum productivity and to gain maximum market share (Ali Junaid Khan, January 2022). Past research findings had also given immense importance to job satisfaction among employees in different sectors (primary, secondary and tertiary) of an economy therefore emphasize on it, for organizational success. (Gede, 2023)

It's expected that by 2030 two-third of world population will be living in megacities (Migration from rural to urban). As in megacities tertiary sectors contributes effectively in revenue generation. Educational institutions are an important element of tertiary sector, providing employment opportunities to intellectuals in megacities (Ingersoll & Kralik, 18 January 2023). Keeping a greater number of migrations from rural to urban (megacities) and increasing number of employments in education sector has forced researchers to work

on factors contributing to job satisfaction among employees in educational institutions. (Dr. J. K. Das, 26-10-2020). As relation of job satisfaction with its various factors contributing to it is debatable whether positive or negative. "Job satisfaction is defined as the extent that the job meets the needs and values of employees and their responses towards job (Prof. Abdullah M. Abu-Tineh, 1 March 2023)". "Whereas job satisfaction is directly proportional to employee's performance and organizational development, leads to organizational success". "According to some scholars, organization having satisfied employees can achieve high employees' productivity (ANDO, 2002)". Based on literature review, it's evident that there are certain factors affecting job satisfaction, making employees happier, productive and goal orientated. Organizational learning is one of these factors, where organizational learning is a process of creating, transferring, retaining knowledge within organization, whereas organization grows as its gain experience over time. "The idea of organizational learning can be traced back to early 1900's. Many influential emphasized the idea of experimental or progressive learning, where continuity and interaction are two contributors to achieve learning process." "(Organizational learning is also defined with three of its learning levels, single loop learning consists of one feedback loop when strategy is modified in response to an unexpected result(error correction),double loop learning where values ,strategies, and assumptions that govern action are changed to create more efficient environment, and deuteron learning(learning how to learn), focus in improving learning system itself having structural and behavioral components" (Bingjie Chen, May 2023).(Organizational learning is an ability of an organization in enhancing the knowledge, skills and experience of its employees for better productivity and .brilliance at workplace (Heffernan, Bright, Kim, Longmuir, & Magyar, 2022) "Employee motivation is another factor influencing job satisfaction; this concept has gained a weightage in many literatures. (Amandeep Kaur, June 2023) (Geomani, (2012) ", supposed, that "motivation is very

significant in the achievement of every organization's growth. Motivation is a psychological process, along with perception, personality, attitudes and learning, motivation is very important element of behavior (Tella, 2007)". "Similarly Old technique of carrot and stick does not work in present environment and managers need to revolutionized the way they motivate people and get the desired output and reward employee" (Forson, (2012). Hence motivation helps employees to achieve organizational goals and job satisfaction faster because employee tends to focus towards job, as a result of motivation. (Mancenido, 2022). "Work environment can be thought of simply as the environment in which people work (Dan Goldhaber, February 2022), (Briner R. B., 2000)," "where it is also helpful in achieving job satisfaction because employees will always be contended when they feel that their immediate environment states are in tandem with their obligations (Chalmers, 2012)". Different factors within the working environment such as wages, working hours, autonomy given to employees, organizational structure and communication between employees and management may affect job satisfaction (LANE, 2010). Organization known as a positive workplace will have achieved job satisfaction and competitive edge over the others. (Nannyonjo, 2022) "City Dynamics is an important topic when discussing urban and rural concept. As near many intellectuals' location and its demographic impact a lot on job satisfaction. The main reason to move from rural region to an urban region is to improve one's economic circumstances". "The relationship between pay level and job satisfaction is positive. At megacities pays are higher than small towns, leads to more job satisfaction". The objective of this study is to scrutinize the impact of organizational learning, employee motivation, work environment, city dynamics on job satisfaction at higher secondary institutions of Karachi. Keeping literature review in focus, it has been observed that limited research work is available examining the relation between stated factors on job satisfaction, especially at higher secondary institutions of megacity (Karachi). To bridge the gap

mentioned above, this research's objective is to provide valuable contribution to available literature by investigating the relation between acknowledged variables. In the next section a brief literature review and related study on the aforesaid variable will be presented.

Hypotheses:

Hypothesis I

H0: The relationship exists between City Dynamic and Job Satisfaction with in the context of Education Industry.

HA: The relationship does not exist between City Dynamic and Job Satisfaction with in the context of Education Industry.

Hypothesis II

H0: Mega Cities demands high standards of Job satisfaction in education sector.

HA: Mega Cities do not demand high standards of Job satisfaction in education sector

2. Literature Review

2.1 Job satisfaction: revolves around following basis

2.2 Theoretical Basis of study

This study is based on following theories of job satisfaction.

2.2.1 Herzberg's two –factor theory:

Frederick Herzberg's in his first book on motivation theories which was published in 1959. This study is based on this theory that has been explored by number of scholars to elaborate the relation between job environment and employee's performance, furthermore he also discusses the factors contributing to the job satisfaction. Herzberg discusses about two sets of factors; one is for the basic needs, which he called 'hygiene' (extrinsic) factors or needs, and second factor is for a human being to be able to grow psychologically, which he called 'motivators' (intrinsic). He stated that motivator' will increase employees job satisfaction, while hygiene factors will prevent employees from dissatisfaction .This theory focuses to improve

working environment and job conditions for employees so can he could be fully motivated and enjoy satisfaction out his job, leads to maximize his productivity. Herzberg's theory also points out on the motivation factors required to create job satisfaction like, sense of achievement, and personal growth which refer that organizational learning is an important factor contributing job satisfaction.... recognition, promotion and work-itself also are it the factors leads to gain motivation. Herzberg's in his theory had also given importance to other set of motivators like, pay, security, status etc. to develop a connection of motivation with these factors which help out driving job satisfaction for better performance. He also wanted to create opportunities for employees to take part in planning, performing and evaluating their job (Ardyanfitri, 2016). "This theory is widely acceptable by the organizations to create motivation among employees and has a great influence on the body of knowledge about motivation, job satisfaction, workplace and performance. Where some old researches proved that money (pay) is important variable for job satisfaction. Where working conditions also effect job satisfaction near some scholars. Job satisfaction of an employee is linked to supervisor's characteristics." The criticism of Herzberg's theory is that it fails to explain various level of job satisfaction among people having same job characteristics" furthermore, "concluded that these two versions are invalid as they are not supported by any empirical studies".

2.2.2 Affective Events Theory

This theory discusses relation between employees' internal influences, emotions personality, cognition and their reaction towards the incidents that occur at job, argued that affective work behaviors are defined by employees' emotions and frame of mind, while cognitive based behaviors are good tool to predict job satisfaction. In a nutshell, emotions and frame of mind (mood) are vital element in how employees handle situation at job. Following are the important elements of this theory: This shows relationship between element associated with job like (job demand, job characteristics, and emotions) and

their impact on job productivity. The autonomy to determine own work schedule impact job satisfaction. Positive and negative events are two emotional events at work that impact employees' job satisfaction. (Kavyashree, 2023) This defines link between employee's mood and personality and their influence on events that occur at work, and their effect on job performance and job satisfaction. Five factors model of personality; openness to experience, extraversion, agreeableness, conscientiousness and neuroticism explain variation in individual differences and their impact on job performance and satisfaction. While it also explains that negative events are reported less than positive events, they carry more impact on mood than positive events. These can be positive and negative. Emotions have a stronger influence than expectancies in predicting intentions towards poor performing employees. Job satisfaction and job performance theory refers how specific events at work other than job characteristics lead to specific behavior and emotional responses (Briner, 2000), near him events at work affecting the wellbeing and performance of an employee. (Claire E. Ashton-James, 2007), stated about this theory that this theory both empirically and theoretically, is limited to the events that are limited to the events that are internal to the organization. "According to (Bakotić, 2016), job satisfaction encompasses several factors such as nature of job, work stress, working environment, colleagues, supervisors and working hours. It refers to the importance of factors contributing job satisfaction. Job characteristics are another category of variables that have been found to consistently have an impact on job satisfaction level, summarized the findings concerning how people feel towards work, including: cultural and gender differences in job satisfaction and personal and organizational causes; and potential consequences of job satisfaction and dissatisfaction, He provides condense overview of application, assessment, causes and consequences of job satisfaction. (Roberts, 2008), reveals how to create happier work life, without changing perspective for career goals. Pragmatic and realistic guidance to achieve job satisfaction

and overcome the obstacles that make employee gloomy on work. Training and learning are important in producing human capital, it provides employees to get trained and learn skills in accordance with the post, employee works for, to achieve skilled behavior, which focuses on need for employee to acquire new skills, technical knowledge and manipulative skills on the job to aid achieve organizational goals. (Szamosi, 2006), states that employees development is a remarkable process that enables people to progress from current to future state of responsibilities where higher skills, knowledge and competencies are required. It takes the form of learning activities that prepare people to exercise wider or increased responsibilities. As defined by (The Relations between Work Intensity and Work-Family Conflict in Collectivist Culture: Evidence from Hatice Ozutku, 2013), work motivation is gained based on the rewards that are either intrinsic or extrinsic. (Satena, 2023) The intrinsic rewards come from within the employee and can be felt after receiving the reward, where extrinsic rewards come from the support of management, organizational members and working conditions. (Aparna Praabhu, 2012) stated that due to motivation, people will be encouraged to have high spirit and force themselves to do what is required from them (Adula, 2023). (Gard, 2002), found that the work environment plays an important role in job satisfaction; where to comfortable working conditions minimize employees' complaints and their level of absence. (B.H., Morris, Gorard, Kokotsaki, & Abdi, 2020) In a study (Antti Saloniemi, 2004), revealed that when environmental supports are sound employees are better equipped to do what is expected of them (B.H. & Gorard, Why don't we have enough teachers?: A reconsideration of the available evidence. , 2020). (Sherwood, 2003), in her study explored that work place environment plays a big role in increasing employees' performance. (Hameed-A-and-S-Amjad, 2009), in a survey of 31 bank branches showed that comfortable and ergonomic office design motivates the employees and increased their substantially." "Economics performances of rural and urban region fall

behind the economic performance of urban regions and the reason of this is lower wage rates". "Rural worker enjoys higher level of pay satisfaction, stated that, despite of a lower wage rate, the rural background workforce are more satisfied with their job than worker with a youth in an urban area". "This refers that living cost in urban areas are more than rural area which could affect their purchasing power. Well, this relationship is positive near many scholars. (Armstrong, 2020)"

3. Research Methodology

Research design, target population, sample size and data collection will be discussed:

3.1. Data Collection Strategy

Descriptive research design was used in data collection. This design was preferred because respondent will answer questions like how, what, and how much. This study was designed to gain complete knowledge and acquire unbiased, error free data about situation required. Quantitative research strategy with experimental approach had been adopted to address the main research objective, "as quantitative research is the process of collecting and analyzing numerical data, in order to help find patterns, predictions, casual relationships, and generalize results to wider populations." Moreover, (Bhandari, What is Quantitative Research? Definition,Uses and Methods, Nov24,2020.) "As quantitative research helps gathering big data with small and no human help, through automatic, remote and network." (Gray, The future of Information research, 2007). Quantitative research is used to provide desired and calculated Insights of problems that might have remained unnoticed earlier. On basis of experiments in this research, we had systematically examined causes; effects and relationship between variables. "As experimental designs create a set of procedures to systematically test a hypothesis. A good experimental design requires a strong understanding of the system you are studying".

3. 2. Research Instruments

Research Instrument like Quantitative Questionnaire, with simple English language understood by all participants was used. Questionnaire was closed-ended, volunteer and developed under supervision of psychiatric professors based on the published validated scales. Closed ended questionnaire was chosen because they are amazingly useful in guiding participants to furnish certain answers and to meet main objectives in this research, and to provide careful and desired relationship of problems that might have not discussed earlier (Rana, 2020). Initially participants were contacted for consent through SMS/ WhatsApp rather than a direct call to make sure their privacy. After respondents' consent, initially we introduced the main reason of the contact, and we requested to respond our questionnaire and participate in our study through electronic platforms like Google Form App. Duplicate entries were avoided by requesting respondents to sign in before starting the survey.

3. 2.1 Research design

Descriptive research design will be used in data collection. This design was preferred because respondent had answered questions like how, what, and how much. This study was designed to gain complete knowledge and acquire unbiased, error free data about situation required.

3. 2.2 Population of study

Target population is entire groups or individuals to which research is conducted on, having varying characteristics e.g., different age, gender, etc. Where researcher wants to draw his research conclusion from this group. Target population of this research is employees working in Higher Secondary Institutions of Karachi.

3. 2.3 Sample Size

Convenient sampling procedure is used in this study. To arrive at the sample of this study, from total of Seven Higher Secondary Institutes, 250 employees participated in data gathering. This is in conformity with (Santoro, 2021) (Mugenda, 2003), who considered that at least 10% of the accessible

target population is suitable for statistical reporting. Moreover, we tried to collect data from employees having maximum 15 years working experience.

3. 2.4 Data Collection

Primary data was used and it was obtained with the help of questionnaire. Through this method respondents will receive the same set of questions. Questionnaire initially consists of the general information about employees, where all respondents are at least up to 25 years of age, who could understand the concept of job satisfaction and were willing to respond questionnaire. Where later on questionnaire is having information on factors affecting job satisfaction. Furthermore, (Bevans, Guide to Experimental Design, Overview, 5 steps and Examples, December 5, 2022), in this research we have tried to manipulate the independent variable which can affect the experiment's external validity to know how far results could be generalized and applied to the wide spectrum. Secondly with the help of quantitative variable we inferred result. The research was conducted in mega city Karachi, as it's the largest city of Sindh, considered as an economic hub of Pakistan with a population of more than 30 million. It has emerged as the most-impacted city of Pakistan for any case.

3. 2.5 Data Analysis

Descriptive statistics contains percentages, frequencies, bar charts and pie charts were to establish patterns for easy understanding and interpretation of the findings. Data collected was reported using tables, i.e. charts.

4. Demographic Characteristics

This section identifies the demographic characteristics of the respondents. The demographic characteristics were gender, age and job title.

4.1 Gender of Respondents

The study sought to know gender composition of respondents to define the extent of gender response towards job Satisfaction.

Chart 4.1 Gender of respondents

The result shows 60 % of females and 40 % of males were participated in data gathering.

4.2 Respondents Age

The research sought to develop the age of respondents to ensure that the view of different age range was considered.

Respondents Age

Age (Years)	Frequency	Percentage%
Up to 25	95	38
26-45	137	54.8
46-65	18	7.2
66 and above		0.00
Total	250	100

As mentioned in table 4.2, 38% were up to the age of 25 years, 54.8% were in the age slab 26-45 years, and 7.2% were between 46-65 years, this indicates that most of respondents were below 46 years.

4.3: Length of Service in the firm

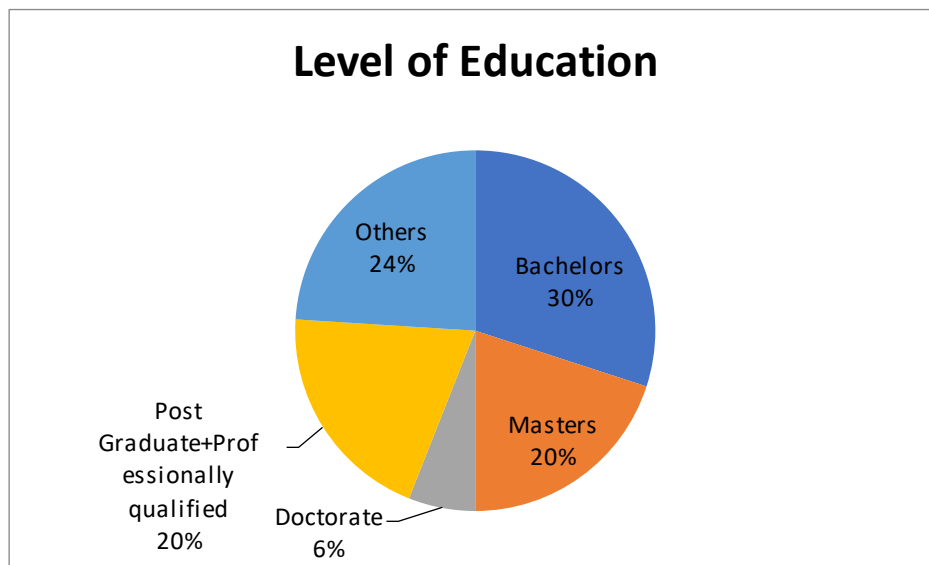
The research sought to develop the length of respondents' service to ensure that the view of different experience range was considered.

Experienced (Years)	Frequency	Percentage%
5 years or less	50	20
6-10	138	55.2
11-15	62	24.8
16 and above years		0.00
Total	250	100

As mentioned in table 4.3, 50 employees had 5 years or less experience with organization, 138 employees had worked up to 10 years with the organization and 62 employees had worked up to 15 years with the organization.

4.4: Level of Education

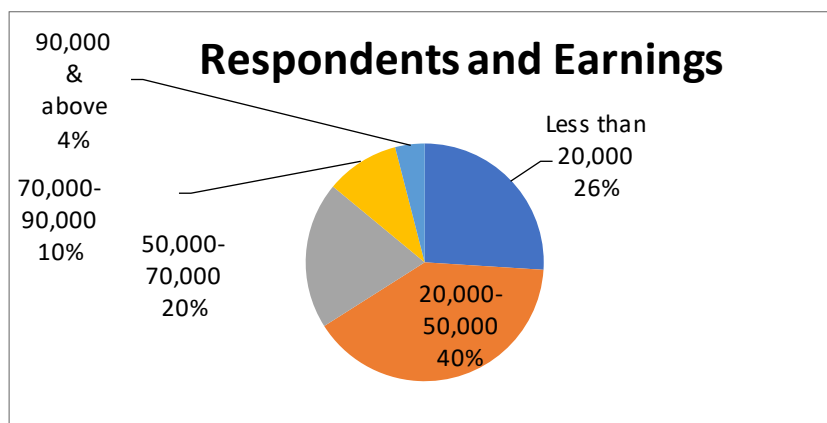
The research sought to develop the education level of respondents to ensure that the view of different education range was considered.



As mentioned in table 4.4 ,30% respondents had bachelors qualifications, 24% respondents had other qualifications, 20% respondents had masters' qualifications, and 20% respondents were post Graduate + professionally qualified ,6% respondents had attained doctorate. It was concluded from data that most of respondents were having bachelor's degree.

4.5: Respondents and Earnings

The research sought to develop the level of earnings of respondents to ensure that the view of different earnings was considered.



From Chart 4.5, we had concluded 40% respondents earn 20,000-50,000, 26% respondents earn less than 20,000, 20% respondents earn 50,000-70,000, 10% respondents earn 70,000-90,000, 4% respondents earn 90,000 and above. This could be concluded that majority earns between 20,000-50,000 (qualifying government minimum wage slab)

4.6: Designation

The research sought to develop the designation of respondents to ensure that the view of different designation range was considered.

From chart 4.6, we concluded that 50% of respondents were lecturers, 33 % of respondents were having other designations, 10% of respondents were Assistant Professors, 7% of respondents were Professors. We also had concluded that more lecturers participated in data gathering.

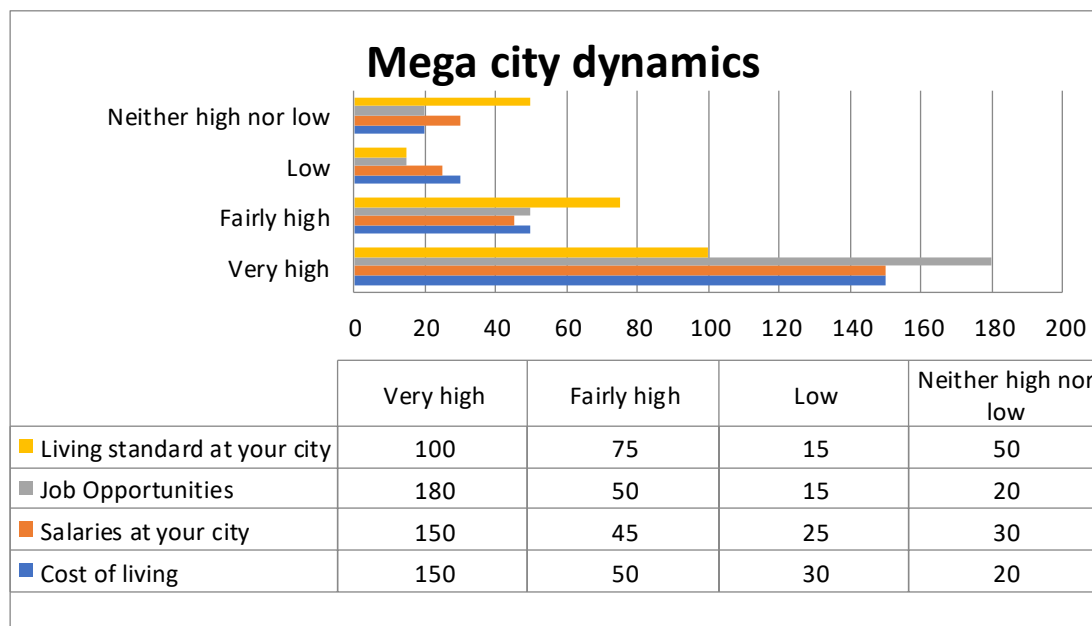
4.7: Job satisfaction Factors

The research sought to develop the level of satisfaction of respondents to ensure that the views of different factors were considered.

From chart 4.7, we concluded that majority of respondents were fairly satisfied from training, motivation and work itself, where dis-satisfaction and Extreme satisfaction ratio is almost same from training, motivation and work itself among respondents.

4.8: Job satisfaction and mega city dynamics

The research sought to develop the level of satisfaction of respondents from mega city dynamics to ensure that the views of different factors were considered.



From chart 4.8, we concluded that majority of respondents were experiencing High Cost of living, Salaries, Job opportunities and Living standards at mega city Karachi. Where from given data Fairly highness of Cost of living, Salaries, Job opportunities and Living standards are second most responded answer at mega city Karachi. Least number of respondents were experiencing

Low Salaries earning, Job opportunities, Living standards and cost of living at mega city Karachi .We concluded from above data that Mega city Karachi is providing more earning opportunities with high salaries but on contrary cost of living is also high which did not provide more saving opportunities in comparison to other cities.

4.9: Discussion of Results

As employees are valuable asset of an organization and organizational success is directly proportional to employees' productivity. Employees performance depends on the level of satisfaction derived from the on job factors affecting job satisfaction, Findings from study show that Organizational training is very important, contribute positively on employees productivity and satisfaction, organizations where employees training and development are being practiced ,job satisfaction is experienced because it's not only beneficial for organization but also enrich employee's profile and future leads to high employees productivity and output become routine. Findings revealed that respondents wanted to have more organizational trainings and development programs to meet the upcoming challenges._Study also found that job motivation also creates immense level of job satisfaction. Motivation depends on employees' needs, desires and country's economic conditions too. Considering employees in recession facing, non-welfare economy, where government doesn't contribute to common generally, would desire to earn high salaries instead of getting non-wage factors as motivator, which could lead to Organizational success. Whereas study found that employees are quite satisfied from level of motivation provided at work, which is reflected by the tenure they are employed with the current organization welfare.

Study findings also showed that work environment itself plays a great role in employees' motivation and organizational growth. Furniture, comfort, focused work environment, proper work facilities like teaching aids for teachers at Higher secondary Institutes and work needs of employees will help achieving job satisfaction, while delivering best and reaching their

targets. Hence study showed that employees are fairly satisfied with the work environment and they felt comfortable with organizational environment. Study findings also show that the attributes and dynamics of Mega city contribute also on employees' job satisfaction. Like cost of living is usually high at mega city than small towns and cities. Employees belonging to small cities but working in mega cities often found cost of living expensive that's why they prefer to work in their native place, if real income doesn't meet their saving targets leads to lower job satisfaction. From the findings we concluded that cost of living is very high in mega city.

Study findings also showed mega cities offer more salaries than small towns and cities, which result in job satisfaction, employees usually, come for higher earnings at mega city and if these needs are not fulfilled so they prefer to return back to native places. From the study we have found that salaries at mega city are considered to be very high. Study found that Mega cities provide immense of job opportunities due to its infrastructure, variety of massive population, etc. in comparison to small cities, which gives great deal of job satisfaction to employees. In this study we found that majority of employees that job opportunities at mega city are very high. Study found that living standard, like modern living facilities at mega city is high, leading to job motivation for the employees seeking for personal growth. From the study we concluded that living standard at megacity is very high near majority of respondents.

5: Summary of Research Findings

The result of the study showed that ratio of male and female is 40% and 60%. Which represent gender equality in respective organization. Where major number of employees are of 25-45 age and are in mid-level of their career and majority of them are having Bachelor's degree, and are capable to perform their duties duly and understand the concept of job satisfaction. The study found out that employees' satisfaction was influenced by many factors. The study found that sizeable number of employees thought Training, Work

environment, and Job motivation are satisfying at Higher Secondary Institutions of Karachi, which showed organization believed, employees as an important asset and invested quite good for employee's satisfaction.

The results on megacities attributes also indicated that sizeable amount of employees majorly thought that cost of living; job opportunities, living standard and salaries were very high.

6: Conclusion:

The Study findings showed that Job satisfaction of employees is very important for organizational growth and considering employees as an important asset of an organization, management must focus on factors contributing to employees' motivation like; Job training... considering it as an important tool to enhance employees' interest in learning and development along with the personal growth. Job motivation could also be used as an important factor to enhance employees' job satisfaction for organizational growth through wage and non-wage factors. Similarly, healthy work environment helps employees develop organizational relationship and loyalty while having needful and peaceful working environment leading to job satisfaction. Nevertheless, attributes of mega city like cost of living, job opportunities, salaries and living standard at mega cities which are often ignored by employers must be focused to achieve optimum job satisfaction by facilitating employees with above factors so that employees could be hassle free from personal problems and could derived maximum of job concentration and job satisfaction.

7: Recommendation

From the study findings we had concluded that Herzberg's two –factor theory, must be used to enhance employees' job satisfaction through intrinsic and extrinsic factors, as from the study we found that sizeable number of employees are fairly satisfied from organizational training ,Job motivation and work environment but organization must consider this fact that they have to work to let employees attain high satisfaction through above job satisfaction's

factors ,in order to enhance employees’ retention and loyalty with organization. Moreover, keeping Herzberg theory in mind and focusing on mega city dynamics like cost of living, job opportunities, salaries and living standard, organization must focus on satisfying these job satisfaction factors too ,as from the study we found that majority of employees found mega city dynamics very high and if these factors are not properly attended ,so it could lead to employees dissatisfaction ,so organization must allocate more financial resources to enhance employees’ satisfaction from mega city dynamics.

References

1. Adula, M. K. (2023). Systematic Literature Review on Human Resource Management Effect on Organization Performance. . *Annals of Human Resource Management Research*, 2(2), 131–146.
2. Ali Junaid Khan, M. A. (January 2022). Employee Job Satisfaction in Higher Educational Institutes: A Review of Theories. *Journal of South Asian Studies* .
3. Amandeep Kaur, V. P. (June 2023). Identifying the Effect of Motivation on Employee Job Performance in People Analytics: A Review of the Retail Sector. *Research Gate*.
4. ANDO, F. (2002). The Real Relationship Between Organizational Culture and Organizational Learning. *Annals of Business Administrative Science*.
5. Antti Saloniemi, P. V. (2004). The Work Environment in Fixed-Term Jobs: Are Poor Psychosocial Conditions Inevitable? 10.1177/0950017004040770 *Work, Employment and Society*.
6. Aparna Praabhu, ., D. (2012). Motivation Strategy at Work Place. 10.15373/22778179/apr2013/72 *International Journal of Scientific Research*.
7. Ardyanfitri, H. (2016). The influence of job career development opportunities, training, occupational safety and health on the job satisfaction of employees in the Telkom University 10.20474/jabs-2.5.3. *Journal of Administrative and Business Studies*.
8. Armstrong, M. &. (2020). *Armstrong’s handbook of human resource management practice*.
9. Aslı Öztürk, İ. G. (July 2023). Örgütsel Etik İklimin İş Gören Motivasyonuna Etkisinde Örgütsel Özdeşleşmenin ve İş Tatmininin Aracı Rolü (The Mediating Role of

Job Satisfaction in Education Sector of Megacities: A Study of Higher Secondary...

- Organizational Identification and Job Satisfaction in the Effect of Organizational Ethical Climate on Employee Motivation). *Journal of Business Research - Turk*.
10. B.H., & Gorard, S. (2020). Why don't we have enough teachers?: A reconsideration of the available evidence. . *Google Scholar*, 35, 416–442.
 11. B.H., Morris, R., Gorard, S., Kokotsaki, D., & Abdi, S. (2020). Teacher Recruitment and Retention: A Critical Review of International Evidence of Most Promising Interventions. *Educ. Sci*, *Google Scholar*, 10, 262.
 12. Bakotić, D. (2016). Relationship between job satisfaction and organisational performance. *Economic Research-Ekonomska Istraživanja*.
 13. Bevans, R. (December 5,2022). Guide to Experimental Design,Overview,5 steps and Examples. *Scribbr*.
 14. Bhandari, P. (Nov24,2020.). What is Quantitative Research? Definition,Uses and Methods. *Scribbr*.
 15. Bingjie Chen, J. C. (May 2023). Assessing the Predictive Validity of the Massachusetts Candidate Assessment of Performance. *Educational Policy*.
 16. Briner. (2000). Relationships between Work Environments, Psychological Environments and Psychological Well-being.
 17. Briner, R. B. (2000). Relationships between Work Environments, Psychological Environments and Psychological Well-being. *Occupational Medicine*.
 18. Chalmers, D. (2012). *Social Work and the Environment: Understanding People and Place*. *Social Work Education*.
 19. Claire E. Ashton-James, N. M. (2007). Social comparison processes in organizations Jerald Greenberg. *Organizational Behavior and Human Decision Processes*.
 20. Dan Goldhaber, M. R. (February 2022). Room for Improvement? Mentor Teachers and the Evolution of Teacher Preservice Clinical Evaluations. *American Educational Research Journal*.
 21. Dr. J. K. Das, A. R. (26-10-2020). Leading Factors Triggering Job Satisfaction in Education Sector: An Empirical Evidence from India. *IOSR Journals*.
 22. Forson. ((2012). J. E. M. . Impact of motivation on the productivity of employees at GT Bank Ghana (Doctoral dissertation, University of Science and Technology).

23. Gard, G. (2002). Work Motivation - A Brief Review of Theories Underpinning Health Promotion. 10.1179/108331902235001525 Physical Therapy Reviews.
24. Gede, D. U. (2023). Human Resource Management Practices and Employee Engagement: Evidence from Ethiopian Higher Educational Institutions. JSSMS.
25. Geomani. ((2012). Impact of Motivation on Employee Job Performance.
26. Gray. (2007). The future of Information research.
27. Hameed-A-and-S-Amjad. (2009). -Impact-of-Office-Design-on-Employees-Productivity-A/, <https://www.coursehero.com/file/p5nqo71/Hameed-A-and-S-Amjad>.
28. Heffernan, A., Bright, D., Kim, M., Longmuir, F., & Magyar, B. I. (2022). Cannot Sustain the Workload and the Emotional Toll: Reasons Behind Australian Teachers' Intentions to Leave the Profession. *Aust. J. Educ.* . Google Scholar, 66, 196–209.
29. Ingersoll, R., & Kralik, J. (18 January 2023). The Impact of Mentoring on Teacher Retention: What the Research Says. *ECS Res. ECS Res. Rev. Teach. Qual.* Retrieved from <https://www.gse.upenn.edu/pdf/rmi/ECS-RMI-2004.pdf>
30. Kalpina Kumari, S. B. (November 2022). The interplay between leaders' personality traits and mentoring quality and their impact on mentees' job satisfaction and job performance. Research Gate.
31. Kavyashree, M. K. (2023). Relationship between Human Resource Management Practices and Employee Engagement. . *Brazilian Journal of Operations & Production Management*, 20(1), 1331-1331.
32. LANE, E. &. (2010). A study of nurse faculty job satisfaction in community colleges in Florida.
33. Mancenido, Z. (2022). Recruiting and Preparing Quality Teachers. Google Scholar, Harvard University: Cambridge, MA, USA.
34. Mugenda. (2003). Retrieved from <https://pastoralismjournal.springeropen.com/articles/10.1186/s13570-015-0038-5>
35. Nannyonjo, H. (2022, October 16). Attracting and Retaining Qualified Teachers in the OECS. Retrieved from [uwispace.sta.uwi.edu: https://uwispace.sta.uwi.edu/server/api/core/bitstreams/86083e9a-19c5-4e2e-b962-65a991d4baed/content](https://uwispace.sta.uwi.edu/server/api/core/bitstreams/86083e9a-19c5-4e2e-b962-65a991d4baed/content)

36. Prof. Abdullah M. Abu-Tineh, D. M. (1 March 2023). Career Advancement, Job Satisfaction, Career Retention, and Other Related Dimensions for Sustainability: A Perception Study of Qatari Public School Teachers. Sustainability .
37. Rana, W. M. (2020). Mental health of medical workers in Pakistan during the pandemic COVID-19 outbreak. . Asian J. Psychiatr. .
38. Richard Tewksbury, G. E. (2006). Examining the Effect of Emotional Dissonance on Work Stress and Satisfaction With Supervisors Among Correctional Staff . Criminal Justice Policy Review.
39. Roberts, E. (2008). Time and Work-Life Balance: The Roles of ‘Temporal Customization’ and ‘Life Temporality’ . 10.1111/j.1468-0432.2008.00412.x Gender, Work & Organization.
40. Santoro, D. D. (2021). Why Teachers Leave the Profession They Love and How They Can Stay; . Harvard Education Press: Cambridge, MA, USA, 978-1-68253-134-1.
41. Satena, A. A. (2023). Workforce diversity’s Nexus on Ethiopia Universities Performance. IJSSMS.
42. Sherwood, G. (2003). Leadership for a healthy work environment. 10.1067/s1541-4612(03)00107-1 Nurse Leader.
43. Szamosi, L. T. (2006). Just what are tomorrow's SME employees looking for? 10.1108/00400910610710074 Education + Training.
44. Tella, A. (2007). The Impact of Motivation on Student’s Academic Achievement and Learning Outcomes in Mathematics among Secondary School Students in Nigeria. EURASIA Journal of Mathematics, Science and Technology Education.
45. The Relations between Work Intensity and Work-Family Conflict in Collectivist Culture: Evidence from Hatice Ozutku, S. A. (2013). Turkish Health Care Professionals . 10.1177/0972063413492049 Journal of Health Management.