

**“A STUDY ON TEACHERS’ MOTIVATION, JOB
SATISFACTION AND COMMITMENT IN DIMBULAGALA
EDUCATIONAL ZONE IN POLONNARUWA DISTRICT”**



1362

VELU SARATHKUMAR



Project Report
Library - EUSL

**DEPARTMENT OF MANAGEMENT
FACULTY OF COMMERCE AND MANAGEMENT
EASTERN UNIVERSITY, SRI LANKA**

2014

ABSTRACT

An important area of research that how to motivate employees which leads to job satisfaction and which ultimately improve organization's commitment. Employees who are satisfied with their jobs are still not good performers. This may be because of their lack of Motivation and commitment to the organization; this point of view emphasizes the importance of the study of Motivation, Job satisfaction and its relationship with Organizational commitment. Present study was a humble endeavor towards exploring the dynamic relationship between the three very important organizational variables.

The present study was conducted in Dimbulagala Educational Zone in Polonnaruwa and aimed to analyze what extent Teachers' Motivation impact on Job Satisfaction and Organizational Commitment on their employment and also relationship between Teachers' Motivation, Job Satisfaction and Commitment. The teachers selected from 9 schools in Dimbulagala educational zone in Polonnaruwa as statistical population of the study. There were 346 teachers in those selected school. After distribution of questionnaires among the teachers, a total of 100 questionnaires were gathered. The research method used for this study is Univariate, Bivariate and Regression factor Analysis. The factors analysis and the findings show that Teachers' motivation positively impact on job satisfaction and organizational commitment and there is a strong positive relationship between Teachers' motivation, job satisfaction and organizational commitment on their employment.

Keywords: Motivation, Job satisfaction, Organizational commitment.

TABLE OF THE CONTENTS

CONTENTS	PAGE NO
Acknowledgement	i
Abstract	ii
Table of the Contents	iii-viii
List of Table	ix-xiii
List of Figure	xiv
CHAPTER – 01 INTRODUCTION	1-9
1.1 Background of the Study	1
1.2 Research Problem	3
1.3 Research Question	6
1.4 Objectives of the Study	6
1.5 Significance of the Study	7
1.6 Scope of the Study	7
1.7 Limitation of the Study	8
1.8 Chapter Frame Work	8
CHAPTER – 02 LITERATURE REVIEW	10-33
2.1 Introduction	10
2.2 Motivation	10
2.2.1 Definitions of Motivation	13
2.2.2 Theories of Motivation	14
2.2.2.1 Content Theories of Motivation	14
2.2.2.1.1 Abraham Maslow's Hierarchy of Needs	15
2.2.2.1.2 Alderfer's Erg Theory	16
2.2.2.1.3 Job Enrichment Herzberg's Two Factor Theory	16
2.2.2.1.4 McClelland's Acquired Needs Theory	17
2.2.2.1.5 Theory X and Theory Y	18
2.2.2.2 Process Theories of Motivation	19
2.2.2.2.1 Equity Theory	20
2.2.2.2.2 Vroom's Expectancy Theory	20
2.2.2.2.3 B. F. Skinner's Reinforcement Theory	21
2.2.2.3 Theories in Teacher Motivation	21

2.3 Job Satisfaction	23
2.3.1 Definitions of Job Satisfaction	23
2.3.2 How Employees Can Express Dissatisfaction	24
2.3.3 Factors Which Influence on Job Satisfaction	25
2.3.3.1 The Work Itself	25
2.3.3.2 Supervision	25
2.3.3.3 Co-Workers	25
2.3.3.4 Working Conditions	26
2.3.4 Consequences of Job Satisfaction	27
2.3.4.1 Productivity	27
2.3.4.2 Employee Turnover	27
2.3.4.3 Absenteeism	28
2.3.4.4 Union Activities	28
2.4 Organizational Commitment	29
2.4.1 Definitions of Commitment	29
2.4.2 Significance of Organizational Commitment	30
2.4.2.1 Affective Commitment	30
2.4.2.2 Continuance Commitment	30
2.4.2.3 Normative Commitment	31
2.5 Relationship Between Motivation, Job Satisfaction and Organizational Commitment.	31

CHAPTER -03 CONCEPTUALIZATION AND OPERATIONALIZATION 34-42

3.1 Introduction	34
3.2 Conceptualization	34
3.3. Description of Keywords	35
3.4 Operationalization of the Variables	37
3.5 Hypothesis	40
3.5.1 Motivation and Job Satisfaction	40
3.5.2 Job Satisfaction and Organizational Commitment	40
3.5.3 Motivation and Organizational Commitment	41
3.5.4 Motivation, Job Satisfaction and Organizational Commitment	42
3.6 Summary	42

CHAPTER -04 RESEARCH METHODOLOGY 43-49

4.1 Introduction	43
4.2 Study Setting, Design and Method of Survey	43
4.3 Validity and Reliability	44
4.4 Sampling	44
4.4.1 Study Population	44
4.4.2 Sample Size	44
4.4.3 Sampling Method	45
4.4.4 Sampling Distribution	45
4.5 Methods of Data Collection	46
4.5.1 Structure of the Questionnaire	46
4.6 Methods of Data Presentation and Analysis	48
4.6.1 Univariate Analysis	48
4.6.2 Bivariate Analysis	49
4.6.2.1 Correlation Analysis	49
4.6.2.2 Regression Analysis	49
4.7 Summary	49

CHAPTER- 05 DATA PRESENTATION AND ANALYSIS 50-85

5.1 Introduction	50
5.2 Reliability Test	51
5.3 Personal Information	52
5.3.1 Name of the School	52
5.3.2 Gender	54
5.3.3 Civil Status	54
5.3.4 Age Distribution	55
5.3.5 Grade in Teaching	55
5.3.6 Salary	55
5.3.7 Teaching Experience	56
5.3.8 Educational Qualification	57

5.4 Analysis and Evaluation of Personal and Research Information	57
5.4.1 Cross Tab Analysis on Personal Information with Research Information	58
5.4.1.1 Name of the School	58
5.4.1.2 Gender	60
5.4.1.3 Civil Status	61
5.4.1.4 Age Distribution	62
5.4.1.5 Grade in Teaching	63
5.4.1.6 Salary	65
5.4.1.7 Teaching Experience	66
5.4.1.8 Educational Qualification	68
5.4.2 Analysis and Evaluation of Research Information	70
5.4.2.1 Univariate Analysis	70
5.4.2.1.1 Analysis on Teachers' Motivation and Its Dimension	70
5.4.2.1.1.1 Pay	70
5.4.2.1.1.2 Promotion	71
5.4.2.1.1.3 Punishment	72
5.4.2.1.1.4 Recognition	72
5.4.2.1.2 Analysis on Teachers' Job Satisfaction and Its Dimension	73
5.4.2.1.2.1 Work Itself	74
5.4.2.1.2.2 Supervision	74
5.4.2.1.2.3 Work Group	75
5.4.2.1.2.4 Working Condition *	76
5.4.2.1.3 Analysis on Teachers' Commitment and Its Dimension	76
5.4.2.1.3.1 Affective Commitment	77
5.4.2.1.3.2 Continuance Commitment	78
5.4.2.1.3.3 Normative Commitment	78
5.4.2.1.4 Summary of Univariate Analysis	79
5.4.2.2 Bivariate and Regression Analysis	80
5.4.2.2.1 Hypothesis	80
5.4.2.2.1.1 Hypothesis 1	80
5.4.2.2.1.2 Hypothesis 2	82
5.4.2.2.1.3 Hypothesis 3	83
5.4.2.2.1.4 Hypothesis 4	84
5.4.2.2.2 Summary of Teachers' Motivation Impact on Their Job Satisfaction and Organizational Commitment	85

CHAPTER- 06 FINDING AND DISCUSSION	86-102
6.1 Introduction	86
6.2 Discussion on Personal Information	86
6.2.1 School Teachers	86
6.2.2 Gender	87
6.2.3 Civil Status	88
6.2.4 Age Distribution	89
6.2.5 Grade in Teaching	90
6.2.6 Salary	90
6.2.7 Teaching Experience	91
6.2.8 Educational Qualification	92
6.3 Discussion on Research Information	93
6.3.1 Discussion to determine the extent Teachers' Motivation on their employment.	93
6.3.1.1 Teachers' Motivation Based on Pay	93
6.3.1.2 Teachers' Motivation Based on Promotion	93
6.3.1.3 Teachers' Motivation Based on Punishment	93
6.3.1.4 Teachers' Motivation Based on Recognition	94
6.3.2 Discussion to determine the extent Teachers' Job Satisfaction on their employment	94
6.3.2.1 Teachers' Job Satisfaction Based on Work Itself	94
6.3.2.2 Teachers' Job Satisfaction Based on Supervision	95
6.3.2.3 Teachers' Job Satisfaction Based on Work Group	95
6.3.2.4 Teachers' Job satisfaction Based on working conditions	95
6.3.3 Discussion to determine the extent Teachers' Commitment on their employment	96
6.3.3.1 Teachers' Organizational Commitment Based on Affective Commitment	96
6.3.3.2 Teachers' Organizational Commitment Based on Continuance Commitment	96
6.3.3.3 Teachers' Organizational Commitment Based on Normative Commitment	97

6.3.4 Discussion to determine the Relationship Between Teachers' Motivation and Job Satisfactions	97
6.3.5 Discussion to determine the Relationship Between Teachers' Job Satisfactions and Commitment	98
6.3.6 Discussion to determine the Relationship Between Teachers' Motivation and Commitment	99
6.3.7 Discussion to determine the Relationship Between Teachers' Motivation, Job Satisfaction and Organizational Commitment	100
6.3.8 Discussion to determine the teachers' Motivation Impact on Their Job Satisfaction and Commitment	101
6.4 Summary	102
CHAPTER- 07 CONCLUSIONS AND RECOMMENDATIONS	103-110
7.1 Introduction	103
7.2 Conclusion	103
7.2.1 Personal Information	103
7.2.2 Research Information	104
7.3 Recommendation	106
7.3.1 Motivation	106
7.3.2 Job Satisfaction	107
7.3.3 Organizational Commitment	108
7.4 Limitations of the Study	109
7.5 Implications of this Research	109
7.6 Suggestions for Future Studies	110
REFERENCES	111
APPENDIX- 01 Survey Questionnaire	120