

## Different levels of job satisfaction by educational organization motivators

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### Abstract

The aim of this literature review is to recognize the important role of motivators on job satisfaction at educational organizations. The results of this study illustrate that motivators play considerable role on changing the level of employees' job satisfaction; additionally, they have influence on employees views and reactions. This study is focused also on job satisfaction as a main factor that improves level of organizational outcomes. Moreover, lack of attention to job satisfaction which is influenced by various motivators can reduce employees well-being as well as management in educational organization. This paper supports employees' requirements based on different organizational motivators to attain job satisfaction at workplace.

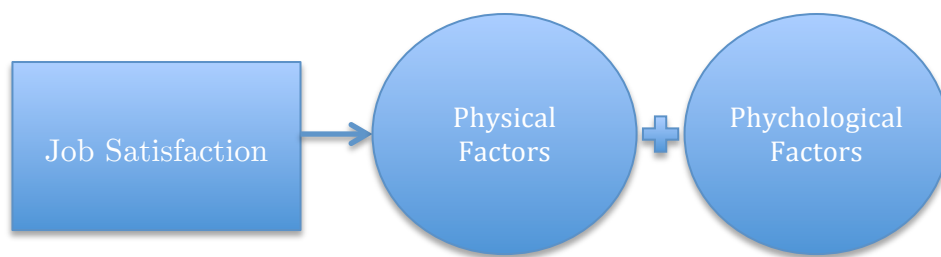
**Keywords:** Job satisfaction, Educational Organization, Motivators, Employees.

## Introduction

Educational organization has a considerable role in developing employees' awareness and abilities. Furthermore, the existence of this organization has an excessive influence on improving the level of consciousness among employees in most of civilizations (Santhapparaj & Alam, 2005). Namely, the educational organization is defined as an information-based economy that necessary develops among employees' obligation for educating (Sirat, 2010; Kok & Cheah, 2011). Having in mind the important role of educational organization, there are some positive factors related to different motivators at the work environment; which also have noticeable role on organization's outcomes. One of these significant and positive factors is job satisfaction which has an acceptable influence on the performance and attitudes of employees toward their job within organization (Strydom, 2011).

The job satisfaction has been well-defined in several forms as one of the organizational feeling which combined physiological and psychological factors that employees illustrate towards their job and workplace. As a matter of fact, this factor is recognized as an operative direction for employees within the work environment. In other words, job satisfaction is a collection of positive approaches, attitudes, and opinions that employees display towards their job at the workplace. As well, this organizational factor which is interconnected with various internal and external motivators has been changed by their influences. (Aziri, 2011). In parallel to these explanations, Mohammad, Quoquab Habib, and Alias (2011) described that job satisfaction is recognized as an agreeable emotion that originates from work experience and is generated by diverse motivators. In reality, job satisfaction include worthy feelings and emotions that employees consider within their work environment. To classify the definition of job satisfaction, Rose, Kumar, and Pak (2011) explained that this factor is defined as an enjoyable feeling towards job and workplace. The job satisfaction is related with the tasks of employees at the work, and is considered as a sentimental tendency of the employees for their job roles. This factor reflect the employees approach toward their job that is expressed in numerous reactions in the work environment. In the same vein, Olorunsola (2012) clarified that job satisfaction is a compound of internal and external factors that employees consider. As well, this factor refers to employees' welfare in their private and social life.

Looking into the wide range of investigations, there are limited surveys which showed that levels of job satisfaction is based on motivators amongst employees, especially in educational organizations. Moreover, thist study is concentrated on this imperative factor and investigate the influence of motivators on job satisfaction level . Below Figure 1 displays the combination of physical and psychological factors that lead to job satisfaction.



**Figure 1:** The Combination that lead to Job satisfaction

## Levels of Job Satisfaction based on Motivators

Job satisfaction as an organizational factor has different levels (high and low levels) that are determined by various motivators. Namely, each of these levels illuminate the amount of employees' feeling towards their job; and also, show their reaction at workplace. In other words, the high level of job satisfaction would lead to high level of productivity; in contrast, the low level of job satisfaction lead to turnover and absenteeism amongst employees (Wan Ahmad & Abdurahman, 2015). In continue, the high and low level of job satisfaction will be explained comprehensively.

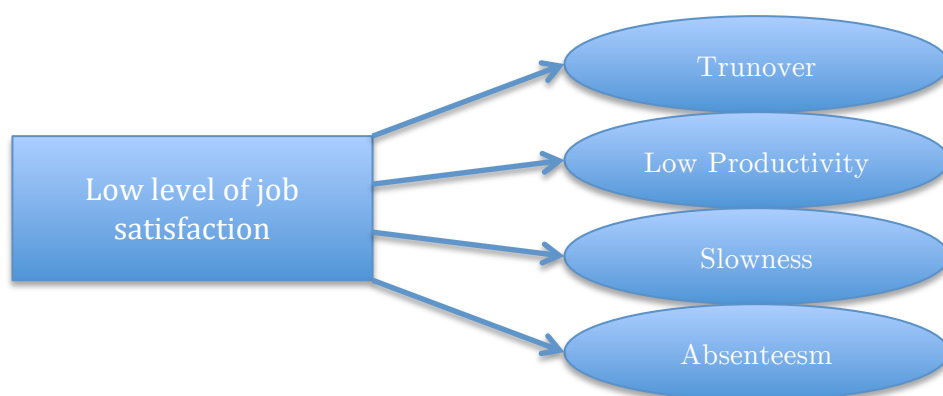
### *Low Levels of Job Satisfaction*

According to the impact of organizational motivators (external and internal), the job satisfaction is divided in different levels and each of employees show various reaction and behavior toward their job and workplace. For instance, the employees who have inconvenient situation and are influenced by negative motivators show abnormal behavior at organization. These behaviors include: turnover, low productivity, slowness, and absenteeism. At specially they can be very threatening for educational organization (Noordin & Jusoff, 2009). Due to this issue, Wegge, Schmidt, Parkes, and Dick (2007) explained that low level of job satisfaction is an important pointer for negative performances such as absence and return intentions. In this unacceptable situation, employee tries to separate from other employees and the work environment (Tella, Ayeni, & Popoola, 2007; Ahmad, Ahmad, & Ali Shah, 2010).

### *How Monitoring These Uncommon Behavior?*

Having in mind the important role of job satisfaction amongst employees and its influence on educational organization, Gebremichael and Prasada Rao (2013) clarified that wellbeing of educational organization depends on job satisfaction. Indeed, this factor can prevent some negative behaviors and improves employees condition at workplace. Uncommon behaviors can appear in different undesirable forms and there is a negative association between job satisfaction and these adverse behaviors. As a whole, lack of consideration to job satisfaction among employees can lead to underprovided organizational behavior. In contrary, the existence of job satisfaction among employees increases the levels of their abilities

as well as their performance that should be consider and controlled by organization and government. They should provide appropriate conditions for growth and advance of their employees and additionally, improve the level of job satisfaction by focusing on basic human needs. Also, the educational organizations should distinguish the effective motivators on job satisfaction. Generally, job satisfaction significantly advances the outcomes in educational organization. Below, Figure 2 shows the results of low level of job satisfaction among employees.



**Figure 2:** Results of Low Level of Job Satisfaction

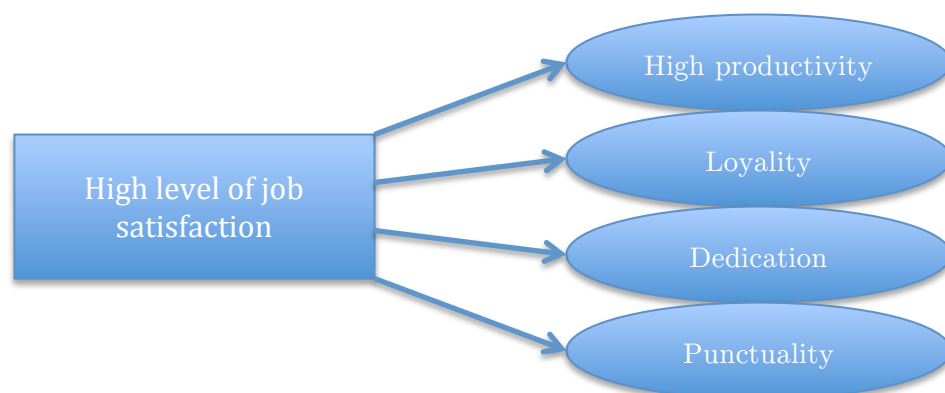
### ***High Levels of Job Satisfaction***

The presence of high level of job satisfaction at workplace is leading to high productivity, loyalty, dedication, and punctuality amongst employees (Noordin & Jusoff, 2009). In the same vein, Wan Ahmad and Abdurahman (2015) explained that employees who have a high level of job satisfaction show acceptable organizational behavior and prefer to remain at work. Therefore, focus on this respected factor is very imperative.

### ***How to Improve These Common Behavior?***

As mentioned before employees show common and normal behavior when there is job satisfaction at the educational organization. In truth, automatically with improving job satisfaction amongst employees at workplace, other factors such as presentation, performance, and relation with coworkers will be noticeably better. Contrariwise, dropping the guard toward job satisfaction conducts to anxiety, aggression, low level of responsibility, stress, exhaustion, insufficient relation with other coworkers, and many possible adverse behaviors at organization. Additionally, job satisfaction remained as a vital factor that guarantee welfare of the organization, thus becoming important for success and development of educational organization. In this regard, organization and also government should be focused on employees need and satisfy their requirements in the correct way; Also, they should distinguish positive and effective motivators that increase the level of job satisfaction remarkably (Ahmad et al., 2010; Eslami

& Gharakhani, 2012). Below, Figure 3 demonstrates the results of high level of job satisfaction amongst employees.



**Figure 3:** Results of High Level of Job Satisfaction

## Conclusion

The findings of the this literature review show that employees have significant role in educational organization' outcomes. Job satisfaction may need dissimilar management styles and motivational strategies for best organizational efficiency. In this regard, the management or head supervisors of the organization needs to investigate the causes of low job satisfaction amongst employees. Indeed, this fact is very necessary and important for developing educational organization. The satisfied employees show high level of efficiency and performance; on the other hand, the dissatisfied employees illustrate abnormal organizational behavior. Moreover, managers of organization should recognize effective motivators that increase level of job satisfaction; and likewise, determine the cause of low level of job satisfaction. The educational organization should provide appropriate condition for employees and try to satisfy their requirements based on policy and organization's strategies.

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