

The Effect of Pay and the Relationship Between Supervisors and Peers on Teacher's Loyalty in Private School of Jamshoro, Sindh

Nida Zehra

Institute of Business Administration, University of Sindh, Jamshoro, Pakistan

Email address:

Nida_zehra159@yahoo.com

To cite this article:

Nida Zehra. The Effect of Pay and the Relationship Between Supervisors and Peers on Teacher's Loyalty in Private School of Jamshoro, Sindh. *Journal of Human Resource Management*. Vol. 9, No. 4, 2021, pp. 120-124. doi: 10.11648/j.jhrm.20210904.14

Received: November 5, 2021; **Accepted:** November 29, 2021; **Published:** December 24, 2021

Abstract: In the modern business world we're in, every organization is competing to produce the best results; there is a vital role of employee loyalty. In private schools 'teachers' visage amplified challenges with the employees' loyalty. In today's economy the private school teachers' plays a very important role in our economy. According to literature there are diverse researches use to conduct the research work in the field of Human Resource Management, Management, Finance, and commerce to verify "The impact of HR factors on employee retention". However, Private School systems have not comparatively explored by the researchers. This study examine to get a comprehensible and transparent view about selected actors which are employee's pay relation with supervisor and peers with employees' loyalty in diverse private schools of Jamshoro, Sindh. The main idea is to find out that private school puts how much effort for their best employees to keep intact with the school. This research is done on private schools of Jamshoro as no one has taken this field in past years considering employee retention on teachers of private schools of Jamshoro. All private schools (Jamshoro based) are tripped for primary data collection. The research study is deductive in nature. However, the primary data is quantitatively collected with the help of survey questionnaires by using probability random sampling technique. The sample size is 214 teachers of Private schools of Jamshoro and total number of populations is 480 teachers. The statistics/techniques used in this research study were descriptive statistics for data summarizing and the data is analyzed through regression analysis by using SPSS. In general, this research concluded that teachers' loyalty at encouraging intensity (positive level) at private schools of Jamshoro, Sindh. However, pay has the greatest impact on teachers' loyalty.

Keywords: Job Loyalty, Pay, Relation with Supervisor, Relation with Peers, Job Satisfaction

1. Introduction

Human resources declare eminence when it comes to recruitment. You commend this crucial role to inveigle zenith talent to work for you, on planking them accurately, remain them glad, attend to their concerns, and extend their potential. Practically each part of the customer's occurrence with a tools company involves a human communication, equally directly or indirectly [1]. Whether you require them instantaneously or not, look for great endowment [8]. Interview them, get to make out them, and keep cultivation the liaison so that while you have releasing, it gets sealed with the finest talent. For simple orientation, remains a catalog of all talent. In this research study we have selected

five human resource practices. The selected human resource practices of this research study are followed.

Job loyalty is a sentiment of employee's commitment that an employee derives from their workplace. On others words we can say that the extent to which your job gives you this feeling. Job satisfaction is the intensity of gratification employees experience about their work, which leads to affect employees' performance. Job satisfaction pleasure is essentially based on an individual's acuity of fulfillment. Job satisfaction can be prejudiced by a person's aptitude to absolute required responsibilities, the intensity of communication in their workplace, and the means management treats workers [16]. There are numerous measurements to job satisfaction. Job satisfaction level of employees is very essential factor for

organizational success. There are different factors determine the plane of job satisfaction of the employees [12]. In attendance some factors that affect an employee's plane of satisfaction on their jobs are compensation, working condition, training, and relationship with manager and co-worker. There are some other factors that also have contact with job satisfaction level of an employee are management style, organizational culture, employee's empowerment and job involvement. The easiest manner of evaluating employee job satisfaction is scales confirmation of employees' performance at their workplace [7].

Compensation managing and remuneration is imperative role of human resource management of any organization. It is dreadfully imperative to reimburse employees for their input in business process of an organization. What is general to them is that the "recompense" that we get for expending our vigor not to declare the instance is that we are remunerated for it [4]. Compensation is explained as all forms of monetary rewards expected by workers. It begins from their service. It occupies a momentous situation in the employee's private and executive life. It has a significant cost to the managers. Compensation is main human resource apparatus that organizations operate to administer their workers.

Kagan, M. stated that relationship can be between employee and the employer as well as between employees at the same level. Employees are the chief resources of an organization. It is indispensable that the employees execute mutually as a cooperative item and make a payment regularly towards the comprehension of a widespread goal. No duty can be proficient if the persons are affianced in unvarying conflicts and misunderstandings [9].

Interpersonal association refers to a sturdy bonding between persons working mutually in the similar organization. Employees functioning mutually should distribute a unique bond for them to do their echelon effectively and efficiently. It is indispensable for persons to be sincere with each other for a vigorous interpersonal association and finally positive ambience at the place of work. Numerous full-time workers expend supplementary of their waking hours with co-workers than they do with their spouse and family [13].

1.1. Literature Review

Human resources are assets for an organization. Human resource training is an authoritative point in every business method. However, some companies do not realize the impact of training programs on employee's performance. Training is an important practice for an effective and efficient performance of their employee's [15]. Various organizations countenance challenges in precisely gauging job satisfaction. The definition of satisfaction can be different for various employees of an organization. Though, a large amount of organizations understand that employees' intensity of job satisfaction can affect their performance, and thus formative metrics is critical to creating well-built efficiency [9].

Ikram, et al. concluded that the branding activities can provide the opportunities to the internal employees to show their hidden abilities at maximum level, which ultimately

enhance the employee's commitment and employee's retention. The methodology which was included survey questionnaire from 377 respondents which were taken from the public and private higher education department. The data was analyzed with the PLS-SEM technique. The results show that internal brand activities are positively associated with the employee commitment level and employee retention [8].

According to Saeed [14], "The aspects manipulate job contentment of workers in telecom divisions of Pakistan". The aim of their study was to stumble on the decisive issues related to employee's satisfaction level in special telecommunication companies of Pakistan. Their research study looks at the contact relationship with co-workers with some others independent variables and job satisfaction as dependent variable. The methodology used for data collection was both primary and secondary sources. Data collect quantitatively with the help of questionnaires. After data collection the data was analyzed with the help of correlation and multiple regressions showed considerable relationship among the variables. Their study also indicates the factors that causing employee's dissatisfaction and also suggestion that improves employee's dissatisfaction.

In the views of [5], reward is in other words a gift awarded to an employee on account of his/her services for organization. The reward can be in different forms such as it can be in monetary, an appreciation form or it can be informally or formally as well which is awarded in completing any of major tasks of the organizations. By work environment means the systems of health and safety of the employee within organization. It includes the trainings on health and safety measures, health and safety management including the health and safety inspection. The proper implementing of health and safety systems ensures the progress of organization through employees' performance and becomes cost effective in terms of health injuries receive by the employee which causing the absenteeism, illness and such other accidental incidents as well [6].

Another important determinant that has impact on job satisfaction is salary. According to [10] concluded that fastidious survey meant at recitation the diverse job distinctiveness and how they were ranked through the human resources. The outcome, not so astoundingly, showed that the numeral one factor for job satisfaction be originate to exist compensation and number for inspiration was salary. For preservation and revenue, compensation is an incredibly imperative instrument. It also tends to stimulate a worker who is devoted to the organization and enhances either repulsion or preservation.

The Human Resource development practices contact on job satisfaction of employee's a private organization. The study includes compensation as an independent variable with some others independent variables and one dependent variable which is job satisfaction [11]. The research based on primary data collection and the method of research was descriptive and data collected through survey questionnaires. The survey was based on private organization of Pakistan. The data was analyzed by using the techniques in which Cronbach alpha was used to test and check reliability and regression analysis. This

study concluded that all independent variable showed a positive contact on job satisfaction and results shows that job satisfaction lead to productivity.

The job individual characteristics, and teacher's career development by way of job satisfaction [3]. The research methodology used in their research was proportional random sampling. The total number of teachers was 166. Who had probable qualification in mechanical engineering? The hypotheses were tested on the bases of path analysis. The result showed that the independent variables were significantly influences the dependent variable.

1.2. Research Gap

Private Schools Jamshoro have not comparatively explored by the researchers. Hence, this research intends to decide the impact of pay, relation with supervisor and relation with peers' impact on teachers' loyalty.

1.3. Research Questions

- 1) How the pay, relation with supervisor and relation with peers have an impact on teachers 'loyalty'?
- 2) Which factor (selected) has greatest impact on employees' loyalty?

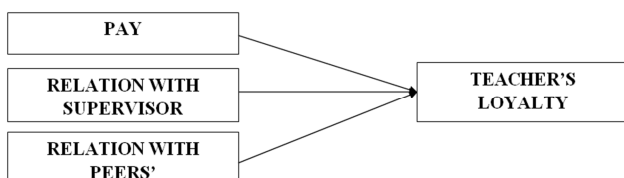
1.4. Research Hypotheses

H_1 = Pay is significantly and positive association with teacher's loyalty.

H_2 = Relation with supervisor has significantly and positive association with teacher's loyalty.

H_3 = Relation with peers has significantly and positive association with teacher's loyalty.

1.5. Conceptual Model



Source: Thisstudy

Figure 1. Conceptual Framework.

2. Research Methodology

Research is a scientific investigation intended at learning new facts and test idea. It is the methodical gathering; analysis and interpretation of data to create new acquaintance and response a convinced solve a problem. Methodology is the methodical, speculative analysis of the methods useful to countryside of study. It comprises the hypothetical analysis of methods and principles connected with a stem of knowledge. The questionnaire is going to reflective effect on the manner of good construction of dissertation. This research study is deductive research in nature (conclusion follows on the bases of logical facts). Data collection is a

method of gathering data and measuring data from the target population. Questionnaire is taken as the research study instrument for data gathers. In this research study the data is primarily collected with the help of survey questionnaire from private schools teachers of Jamshoro. The data gathering takes 8 weeks. The responses were calculated by 5-likert scale. This study is based completely on the responses received as of the targeted population.

3. Respondent Profile

Descriptive statistics are used to portray the essential features of the data in research study. In other words, we can say that descriptive statistics are number used to describe and summarize the data. Data analyzed and put into a tabled descriptively. Descriptive statistics endow with simple summaries in relation to the sample and the measures. They graphically represent relationship of the data and are used in quantitative analysis. Descriptive statistics uses the data to endow with descriptions of the population, moreover in the course of numerical calculations. The description can be in graphical and tabulated form. In this research study we checked respondent profile outcomes with the help of means (descriptively) and pie charts. The respondent profile includes personal information of the respondent such as age, gender and experience. The frequency distribution tests of respondents are as followed:

Table 1. Age.

Age	Frequency	Percent
Less than 20	17	7.9
Valid 21 - 30	134	62.6
31 - 40	63	29.4
Total	214	100.0

The above table 1 shows that out of 214 respondents' the highest respondents were from age group of 21 to 30 years which is 62.6%, followed by second highest respondents were from age group of 31 to 40 years which is 29.4% and least respondents were from age group of less than 20 years which is 7.9%.

Table 2. Gender.

Gender	Frequency	Percent
Male	170	79.4
Valid Female	44	20.6
Total	214	100.0

The above table 2 shows that out of 214 respondents' majority of respondents were male which is 79.4% and remaining respondents were female which is 20.6%.

Table 3. Experience.

Experience	Frequency	Percent
Less than 5	145	67.8
Valid 5 - 10	63	29.4
10 - Above	6	2.8
Total	214	100.0

The above table 3 shows that out of 214 respondents the highest respondents have less than 5 years of working experience which is 67.8%, followed by second highest.

Respondents have 5 to 10 years of working experience which is 29.4% and least respondents have above 10 years of working experience which is 2.8%.

4. Analysis of Results

Descriptive statistics are used to portray the essential features of the data in research study. In other words, we can say that descriptive statistics are number used to describe and summarize the data. Data analyzed and put into a tabled descriptively. Descriptive statistics endow with simple summaries in relation to the sample and the measures. They graphically represent relationship of the data and are used in quantitative analysis. Descriptive statistics uses the data to endow with descriptions of the population, moreover in the course of numerical calculations. The description can be in graphical and tabulated form. In this research study we checked respondent profile outcomes with the help of means (descriptively) and pie charts.

Regression is a statistical tool used to obtain the value of a measure as of various independent variables on dependent variable. It is the instantaneous amalgamation of numerous factors to evaluate how and to what level dependent variable affected by various independent variables. Multiple regressions are used to determine the value of a dependent variable based on the value of two or more independent variables. In this research study we checked the impact of selected independent variables on dependent variable. The independent variable includes pay, relation with supervisor and relation with peers. However, it's also important to identify the acceptance or rejection of hypothesis that was predetermined for this research study.

Table 4. Descriptive Statistics.

Descriptive Statistics	Mean	Std. Deviation	N
Teacher's Loyalty	3.8056	.69090	214
Pay	3.3505	.82836	214
Relation with Supervisor	3.9495	.59234	214
Relation with Peers	4.0056	.56433	214

The above table 4 consist of descriptive statistics which includes mean, standard deviation and total number of respondents (N=214). The mean value shows teachers' level of loyalty with their workplace. This table shows that pay has 3rd highest mean value among the other variables which shows moderate (less than 4) level of teachers' loyalty. However, the mean value is not above 4 which clearly show that there is room of improvement. Hence, school management has to improve pay in order to enhance teachers' loyalty level. Meanwhile, relation with supervisor has 2nd highest mean value among the other variables which shows moderate (less than 4) level of teachers' loyalty. However, relation with peers has highest mean value which is good.

Table 5. Coefficients.

Independent variables	Standard error	Beta	tt	Sig
Pay	.060	.454	5.173	0.000
Relation with supervisor	.08	.263	3.480	0.000
Relation with peers	.210	.289	3.793	0.000

N=214, Adjusted R Square = 0.608, F = 32.134, Sig = 0.05 level (This study).

The above table 5 shows that pay has beta value .454 and t value 5.173 which clearly shows that pay has significant and positive relation with teachers' loyalty. Relation with supervisor has Beta value is .263 and t value is 3.480 which it clearly shows that relation with supervisor has significant and positive relation with teachers' loyalty. Relation with peers has Beta value is .289 and t value is 3.793 which clearly shows that relation with peers has significant and positive relation with teachers' loyalty. The adjusted R-square value is accounted for 0.60 which shows that 60.8% of teachers' loyalty (dependent variable) depends upon pay relation with supervisor and relation with peers. However, the results show that all independent variables have significantly and positively associated with teachers' loyalty. Hence, all Hypotheses are significantly and positively associated with teachers' loyalty. Whereas, pay is the factor (selected) which has greatest association with teachers' loyalty.

5. Conclusion

According to Bhardwaj et al. [2], job loyalty measures an employees' satisfaction with their workplace. Teachers' loyalty level can advance their performance and raise employee satisfaction with their workplace. In this situation, policy owners and supervisor have to bow their concentration to endow with diverse variety of amenities to their employees in sort to assure their employees. The selected factors have impaction teachers' loyalty at Private Schools in Jamshoro and the results shows that teacher' loyalty is at positive level. The results recommend that the selected factors had adequately determined teacher's loyalty. The policy makers and supervisors should consider the selected factors in organization to satisfy their employees. According to Saeed [14], job loyalty is a subject which is highly interested subject for employees of an organization and who study them. When employees are satisfied with the organization than they do their best for the organization.

6. Recommendation

This research study is providing some recommendations to the policy making authorities of private schools; to maintain a good pay package healing in private school in order to satisfy teachers. It is recommended that future research study is in proportion stratified random sample be used to contrast numerous private organization by means of a larger sample. Qualitative research method will endow with a diverse viewpoint of teachers' loyalty and add a more in-depth sympathetic of how teachers' sight their job.

References

- [1] Akuffo, K. O., Agyei-Manu, E., Kumah, D. B., Danso-Appiah, A., Mohammed, A. S., Asare, A. K., & Addo, E. K. (2021). Job satisfaction and its associated factors among optometrists in Ghana: a cross-sectional study. *Health and Quality of Life Outcomes*, 19 (1), 1-10.
- [2] Bhardwaj, A., Mishra, S., & Jain, T. K. (2021). An analysis to understanding the job satisfaction of employees in banking industry. *Materials Today: Proceedings*, 37, 170-174.
- [3] Daryanto, E. (2014). Individual Characteristics, Job Characteristics, and Career Development: A Study on Vocational School Teachers' Satisfaction in Indonesia. *American Journal of Educational Research*, 698-702.
- [4] El Jisr, S., Beydoun, A. R., & Mostapha, N. (2021). THE EFFECT OF LEADER-MEMBER EXCHANGE, CO-WORKER COOPERATION AND LOCUS OF CONTROL ON EMPLOYEE OUTCOMES IN LEBANESE SMES: PERCEPTIONS OF POLITICS AS A MEDIATOR. *BAU Journal-Society, Culture and Human Behavior*, 2 (2), 11.
- [5] Fenster, A., Downey, D. B., & Cardinal, H. N. (2001). Three-dimensional ultrasound imaging. *Physics in Medicine and Biology*, 46 (5), R67-R99. <https://doi.org/10.1088/0031-9155/46/5/201>
- [6] Gaceri, K. A. (2015). Factors Affecting the Implementation of Health and Safety in Supermarkets in Kenya. 5 (2), 223-281.
- [7] He, P., Findley, H., & Wheatley, R. (2017). The effects of training on job satisfaction and service quality among temporary employees: the mediating role of affective commitment. *Journal of Management and Marketing Research*, 21.
- [8] Ikram, A., Fiaz, M., Mahmood, A., Ahmad, A., & Ashfaq, R. (2021). Internal Corporate Responsibility as a Legitimacy Strategy for Branding and Employee Retention: A Perspective of Higher Education Institutions. *Journal of Open Innovation: Technology, Market, and Complexity*, 7 (1), 52.
- [9] Kagan, M. (2021). Job Satisfaction among Female Social Workers in Light of Their Subjection to Client Violence. *Human Service Organizations: Management, Leadership & Governance*, 1-17.
- [10] Lin, C. (2015). 22. Impacts of coworkers' relationships on organizational commitment- and intervening effects of job satisfaction. *African Journal of Business Management*, Vol. 5 (8), pp. 3396-3409.
- [11] Muhammad, S., Afridi, F. K., Ali, M. W., Shah, W. U., & Alasan, I. I. (2021). EFFECT OF TRAINING ON EMPLOYEE COMMITMENT: MEDIATING ROLE OF JOB SATISFACTION. *Pakistan Journal of Society, Education and Language (PJSEL)*, 7 (1), 28-37.
- [12] Ohara, Y., Nomura, Y., Yamamoto, Y., Okada, A., Hosoya, N., Hanada, N.,... & Takei, N. (2021). Job Attractiveness and Job Satisfaction of Dental Hygienists: From Japanese Dental Hygienists' Survey 2019. *International Journal of Environmental Research and Public Health*, 18 (2), 755.
- [13] Rafique, T., Butt, F. S., Khawaja, A. B., Akhtar, N., Hussain, A., & Bashir, M. (2014). Factors effecting job satisfaction of employees working in private organizations: A case of pakistan. *Research journal of applied sciences, engineering and technology*, 7 (7), 1335-1343.
- [14] Saeed, R., Lodhi, R. N., Iqbal, A., Nayyab, H. H., Mussawar, S., & Yaseen, S. (2013). Factors influencing job satisfaction of employees in telecom sector of Pakistan. *Middle-East Journal of Scientific Research*, 16 (11), 1476-1482.
- [15] Specchia, M. L., Cozzolino, M. R., Carini, E., Di Pilla, A., Galletti, C., Ricciardi, W., & Damiani, G. (2021). Leadership Styles and Nurses' Job Satisfaction. Results of a Systematic Review. *International Journal of Environmental Research and Public Health*, 18 (4), 1552.
- [16] Toropova, A., Myrberg, E., & Johansson, S. (2021). Teacher job satisfaction: the importance of schoolworking conditions and teacher characteristics. *Educational review*, 73 (1), 71-97.