

Affect of Work Environment on Job Satisfaction among Academicians at Private Universities in Pakistan

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ABSTRACT: *The main Objective of study to know the level of learning in textile sector of Pakistan and explore the differences in learning practices at different types of firms categorized to Large, Medium and Small textile industries of Pakistan on the bases of volume of business. In order to accomplish the objective of desire DLOQ is used given by Marsick and Watkins (2003). In DLOQ there were seven dimensions of learning given at three levels of leaning which indicate the level of learning and two more key dimensions Financial Performance and Knowledge Performance. To access the level of learning and relationship between seven factors and Key outcomes a 32 items on six point likert scale were distributed to different textiles industries. Sample size is 60(20 from each type of organization). By applying regression analysis it is empirically proved that all seven dimensions have significant & positive effect on Outcomes variables. And by comparing means score of seven dimensions with the benchmark score identify the factors affecting the organizational learning process.*

Keywords: Spiritual leadership, social influence, Charisma, MCB bank

During the last twenty five years or so, the concept of learning organization has emerged like one of the most important and valuable thing for the organizations of almost all kinds, whether private or public, manufacturers or service providers etc. Every organization now sensing and realizing that need of being a learning organization. The concept of learning organization as a major field of management emerged in 1990, when peter Senge introduced it. Team learning by collaborative individual activities and by effective leadership is the way proposed by peter Senge to achieve and become a learning organization. In any organization individuals are supposed to learn regularly to enable the whole system to be learning one Watkins and Marsick (2003). Constantly changing global environment, changes in technology and workforce diversity has forced organizations to adapt to new situations and also adapt the learning organization practices as well. Learning individually together as a team is main focus of contemporary organizations (Murni, Nurul & Nor, 2013). There are three parts in which whole field of learning can be divided ,first system level and continuous learning, second learning, generating and managing the outcomes of knowledge and lastly such results which can enhance the organization's overall performance and stature (Watkins and Marsick 2003). Learning organization, no doubt affect positively to performance of employees and also the level of satisfaction they have from their jobs.

Learning the Learning organization practices and adopting them will lead the organizations to achieve the best results. it will be achieved by re adjusting and re enforcing the behavior and energies of the employees for best of the organizational success. By these practices the employers and managers will know how to give shape to abilities of employees into an effective team and also a learning one (Watkins and Marsick 2003). Learning organization activities are being split into three parts, System and continuous learning, learning to generate and manage outcomes and lastly outcome which leads the organization to the best performance to become valuable. As stated earlier it is not only important for profit making organizations but also for educational and nonprofit organizations to be learning ones. Because it provides them not only with the chance to be effective and learn them but also compete in external environment to sustain a competitive advantage. Job satisfaction is the ultimate thing which leads the organization towards learning.

Because the more the employees are satisfied with their jobs, the more they will add value to their assigned work, and organization will definitely learn from their past experience. Job satisfaction level will show how many comfortable employees feel while working and

how much they enjoy their time with the organization but being effective and satisfied also at the same time by involvement of the whole team

Aim of the Study

Employing these concepts of learning organization and job satisfaction on nonprofit educational institutions like universities our study will see Affect of work environment (Part of learning organization practices) on job satisfaction.

Literature Review

The concept of learning organization in the educational institutes is evolved right from the eleventh century A.D (E. D. Nakpodia, 2009). In our study's context, universities are places where knowledge is created and developed for development of affective and skilled manpower. So to create and develop knowledge universities, in modern age have to practice learning organization practices. Students, teachers continually meeting and sharing knowledge with each other to create and develop knowledge will help them to enhance their capabilities and to be more satisfied with their work. Learning at higher educational institution and in particular like university making students and staff realize the importance of learning organization is so important because these the people who are suppose to build the nation in future. An organization which is willing to change its previous or existing behavior and organizational practices with the passage of time in order to be more effective and valuable is said to be learning organization (Eve mitleton –Kelly, 2003). Organizations in order to learn have to generate such an influential environment from themselves. Means that they have to decide from inner self what to change and how to change and learn. It is a self decision to be a learning organization. It should not be looked as wastage of time but as a creation of new ideas (Eve mitleton – Kelly, 2003). It's the manager who should be given authority to initiate the change of mind his mind as well as other's to be a learning organization. Genuine learning demand system thinking instead of giving command and control to manager (john & O'Donovan, 2010).

Linkage of Learning Organization with Job Satisfaction

How much workers like their work is termed as job satisfaction (Agho, Price, & Mueller, 1993). Learning at their workplace is positively affected by the job satisfaction of the worker (Rowden & Conine, 2005). Learning organization culture relates with job

satisfaction in a positive way (Egan, Yang, & Bartlett, 2004). It is quite obvious that more the people having peaceful mind and satisfied with their job are bound to response in a positive way and prove helpful in overall learning of the organization (Wilson & Frimpong, 2004).any organization wants to adopt change and to become a learning organization should satisfy their employees, so that the employees who influence organizational change more than anybody else do welcome the change with an open mind (Murni, Nurul & Nor, 2013).The more an employee is learning in a particular environment the more he will be satisfied with his job, and its work environment which has more impact on learning capabilities and job performance of an employee than anything else. Its work environment which influence the job satisfaction and performance of employees, and helps organizations to retain their valuable assets , the employees to encourage them to be more competitive and agile.

Methodology

Research design for the study was to test the relationship between one aspects of learning organization the Work environment over the job satisfaction. As this study is aimed at university environment the sampling technique of data collection was used by giving Questionnaire to two private sector universities' academic staff, 50 of them respond out of 80. A Questionnaire used to collect data consisting of Questions related to both work environment and job satisfaction. SPSS version (16) used to analyze data.

Research Findings

To test impact of work environment on job satisfaction, simple linear regression analysis is used. This model explain the effect of one independent variable one other dependent variable. In this case job satisfaction was assumed to be dependent on work environment so in regression analysis job satisfaction was dependent variable and work environment as independent variable. Analysis shows significant results as discussed in following tables.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.361 ^a	.130	.110	.23025
a. Predictors: (Constant), work environment				

Table 1.1 shows the overall impact of predictor. Here overall impact of I.Dv variable is 13% showed by value of R Square.

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.341	1	.341	6.437	.015 ^b
1 Residual	2.280	43	.053		
Total	2.621	44			
a. Dependent Variable: jobsat					
b. Predictors: (Constant), workenvirment					

This tables leads towards rejection of null hypothesis as sig less than .05 which shows significance of test.

H0: There is no relationship between dependent and independent variables.

H1: There is significant relationship between dependent and independent variables.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	2.516	.385		6.534	.000
	Work environment	.286	.113	.361	2.537	.015
a. Dependent Variable: job satisfaction						

Table 1.3 shows the final results, here sig=.015 value shows that work environment have significant effect on job satisfaction. Beta value .361 shows work environment have 36% positive impact on job satisfaction.

We can interpret this result in simple Linear Model as:
 $Y = b_0 + b_1x_1$

Job satisfaction = $b_0 + .36$ work environment

This means, By 1 unit change in work environment will affect 36% to job satisfaction. It shows work environment have 36% positive impact on job satisfaction.

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