Pay and Job Satisfaction: 
A comprehensive Analysis of PTCL after Its Privatization 
Muhammad Ibrar¹, Muhammad Nouman Shafique², Naveed Ahmad³, Haider Abbas⁴
¹Ph.D (Scholar) Preston University, Islamabad
msibarriii@gmail.com
²Ph.D Scholar Preston University, Islamabad
Shafique.nouman@gmail.com
³Department of Business Administration, Lahore Leads University, Pakistan
naveeddgk2010@gmail.com
⁴Ph.D Scholar Preston University, Islamabad

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ABSTRACT

Job satisfaction has major impact on PTCL(Pakistan Telecommunication Company Limited) after it was privatized and had been studied by many researchers and many of them provided good arguments that how it affected the job satisfaction of employee on the firm after it was privatized. It has been recognized that job satisfaction can play a vital role. We examine the impact of human job satisfaction when the firm privatized. We identify different variables on the bases of job satisfaction.

In this research paper different components of job satisfaction had been identified i.e. Promotion, Pay, Recognition, Supportive Management and Organizational Commitment. To find out its relation of job satisfaction of the employees, working in different types of organization such as public and private organizations etc.

This term was taken to visiting PTCL (Pakistan Telecommunication Company Limited) to understand the effect of job satisfaction on both employee and organization.

The result revealed that job satisfaction showed significant correlation with privatization of the firm and employee’s. However job satisfaction showed significant correlation with the dependent variable. Job satisfaction is a mental position of the employee that changes with time that arise factors of satisfaction and dissatisfaction. Gratified employees will feel more confident and answering to the organization commitment, dissatisfied employee will lead to ambiguity.

1. INTRODUCTION

Since change in personnel in the field of Human resource management different concept regarding the organization and human capital are manifested day to day. However there was no concept of employees practices and there was no commitment of the employees in the organizational decade ago.

With the passage of time employees witness many changes in the industrial era, but there was no concept of treating the human in job satisfaction in an organization. Job satisfaction of the employee can also be influence by both external and internal environment of the organization. Job design is the factor that affects the job satisfaction. Somehow employee’s group work is also mandatory to job satisfaction. (According to William & JR. Keith.)

Locke (1976) which describes the job satisfaction that how employees feel at their work place and he also linked low job satisfaction undesirable result in the work place, undesirable outcomes comes in many forms. E.g workers with high turnover are dissatisfying, while lower productivity and performance are linked to low job satisfaction. Somehow positive outcomes are related to high level of job satisfaction.
Spector (1977) argued that among managers that employees behavior and organization effectiveness are directly linked to job satisfaction and have influence on them. He believes that job satisfaction “can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job”. Employees’ commitment also assisted to increase employees’ job satisfaction. Somehow as a whole job design contain necessary level of autonomy, employees’ commitment, feedback job satisfaction that organization own. Job satisfaction can be defined as how individuals feel about their jobs. Human Resource specialist sometime draws distinction between effective job satisfaction and human cognitive satisfaction. Effective job satisfaction may be the pleasurable emotions people have about their work and job. As a whole differences to cognitive job satisfaction to the extent of individual satisfaction with descriptive facets of the job. Some example is as follows, such as pay, promotion, working condition, pension, working hours, and other aspects of their jobs. Job satisfaction based on characteristics we can categorize them. This research aims to study the level of job satisfaction before and after privatization based on the variables directly affecting employee satisfaction.

2. OBJECTIVES OF THE STUDY
i. To analyze and assess job satisfaction of different employees of PTCL.
ii. To understand the capacity, dimensions of various factors and provide indications for improvement.
iii. To highlight the main finding by performing statistical techniques and to govern the relationship for the factor.
iv. To understand that the process that why some employees leave the organizations when they are unsatisfied while other remain when are satisfied.
v. To find out the assumption that companies out the main affecting job satisfaction to overcome absenteeism.
vi. To find out low morale of the employees and another and the organization.
vii. To evaluate if the pay is the factor that impact the employees’ job satisfaction.

For the purpose of comprehensive analysis some of the telecommunication companies were aimed, Wateen, Qubee, WITribe.

3. REVIEW OF LITERATURE

This research paper means to determine the significance of job satisfaction of PTCL. The point of concentration is to understand the importance of job satisfaction that has direct effect on the whole employees’ job satisfaction. The paper also observes and closely studies the effect such as, work experience, gender, and cultural attitudes towards job satisfaction. The effect also exhibits that salary, work efficiency, control and coworker recounting are important functional contribution to the job satisfaction. Job satisfaction measurement in private organizations are higher than those of public organizations, because they are more satisfied and facilitated with supportive environment, we can say that aggregate level of job satisfaction may be higher.

We come to the evidence that job satisfaction is a compulsory tactic to impel the employees to work, it’s usually common saying “A HAPPY EMPLOYEE IS A PRODUCTIVE EMPLOYEE”. It’s important to understand that most people spend their time at work.

Khan(2006). Revealed that job satisfaction is the order and sequence of psychological and environmental condition that a person may expresses, “I’m satisfied with my job”. Aswathapa(2003). His opinion on job satisfaction on employee can be governed via payment system such as wages, salary. Different organization applies different system of payments. On the other hand there are some other factors that may be linked to job satisfaction e.g., paying incentives, perquisites, and other major non momentary benefits.

Aswathapa showed and recognized three remuneration theories.
They are:
- Equity theory
- Reinforcement and expectancy theory
- Agency theory

Velnapy (2008). In his work on job attitude and employees performance of public sector organization, he concluded that “That job satisfaction does have impact on future performance through the job involvement, but higher performance also makes people feel more satisfied and committed. It is a cycle of event that is clearly in keeping with the development perspective. Attitudes such as satisfaction and involvement are important to the employees have high level of performance. The result of the study revealed that attitudes namely satisfaction and involvement, and performance are significantly correlated”.

Brown, Ford(2008). In their research work, “Difference in human resource management and job satisfaction in 1998 and 2004 provided proof from employees work place”, they surveyed that both the groups almost emerged evenly satisfied with their job, their analyzed and surveyed engineers and managers in which they were tally to organizational environmental scale. It was revealed that both groups deviated in manners. Managers scored significantly higher on organizational environmental scale than engineer’s demonstrated that managers are well satisfied to the authority and privilege given to them.

Shah and Shah(2008). In the research paper work of “job satisfaction and fatigue variables”, indicated that mutuality and connection between fatigue and job satisfaction variables were incorporated negative. Research work also found that fatigue negative experience of job satisfaction, they are totally unlike on the job and of the job factors directive to dissatisfaction and fatigue within the research. Different innovative and encouraging strategies can be used to reduce job satisfaction. In their research work, impact of pay job satisfaction on performance, in their study based on observations and experience, they reached to the point that organizational that are slow and retarded in certain areas like job satisfaction and within job stress need to be improved so that they exhibit higher level of performance, as it is given that performance level lower with high satisfaction rate. The watchful program featuring in job stress and satisfaction to be taken up in industries to make them aware of the benefit of knowledge of stress and correlation with gratification and goal attainment in the organization.

Shah and Gole (2008) Job satisfaction is a consideration to one’s emotional condition with regards to their nature of work job satisfaction, which can be influence by a verities of facts and qualities one’s mutual with their physical surrounding in which they work, For example, the level of their achievement in the work. In the development of 1976, formal assessment of job satisfaction literature. Locke noticed almost 3,300 high class articles which had been published on job satisfaction. Harter, Schmidt and Hayer’s (2002) Seek more than 7855 articles which were published between 1976-2000. In the recent in research opine that the work place attitudes, for example (job satisfaction) may be linked to efficient results persistent to academic scholars and managers that practice. Most of members of research inspecting the employee’s satisfaction efficiency mutual relationship conducted on small scale analysis which is also known as individual employee position. We can also say that this research reported a constructive relationship between job attitude and their efficiency and performance.

Bono and Patton (2001) beside a latest analysis discovered an important relationship between job satisfaction and individual performance.

Hanges, Smith, Schneider and Salvaggio (2003) not long ago their paper perceive that researchers, micro-orientation in the direction of job attitude performance correlation to moderate extent is completely baffling, given that positive feelings in the employee attitude had much of its energy around 1960. When the organizational scientists like Likert (1961), McGregor (1960) and Argyris (1964) opine that employees contact with events of their work may be renounce in organizational performance. With reference to past the job satisfaction efficiency connection has been discussed in the beginning by the researchers from socio-technical and Human Relation school of thought. As
stated by socio-technical approach (Emery and Trist 1960) organizational efficiency relies on compatibility between technical and social arrangement of the organization. Constructed on believe that Human Relation perspective put forward that satisfied workers are productive employees. (Likert 1961, McGregor 1960) hence organizational productivity and efficiency can be attained via employee’s satisfaction and focus to employee’s physical and socio-emotional necessity. Human Relation experts additionally cited that employees satisfaction sentiments are best attained via retaining positive social organizational climate, For example giving them authority, taking part, and mutual reliability. Based on conceptual structure employees satisfaction is believed to impact the development and sequence action is reciprocal action within the organization, via mutual understanding employees correlation within the co-workers that also advice behavioral anticipation and affect behavior, e.g. (Norms and other informal behaviors that is acceptable). For example, an upset employee can be avoided from lowering their efficiency and performance by managing system. Standard of measurement, influencing. Somehow, prevalent dissatisfaction within employees could direct to protest or destruction that might hamper an organization efficiency and performance. By choice, dissatisfied employees may choose to retain performance degree but are prone to make known supervisor of compulsory information that with the passage of time may result lower organization performance, by the way employee’s job satisfaction sentiments are significant because they can determine cooperative effort. Persistent with this argue, Likert (1961) has commented that cooperative effort leads towards the organization objective is important to be achieved, while upset employee refuse to take partake in such efforts. Collectively valid theories support the argument that satisfaction degree of employees (overall) may link to performance at organizational level. In practical condition research at organization level is believed to be necessary, because it is the degree of analysis in which employees data are generally detailed to client organization (Harter 2002). Relying on experience research at higher degree of unit of analysis also bears applied researchers and managers with good chance to notable results that are in direct manner significant, e.g. including profitability, efficiency, productivity, turnover, safety, satisfaction, and loyalty to the customer.

4. IMPORTANCE OF THE STUDY

Employee’s satisfaction is important for desirable outcomes to any business. A high degree of employee feeling, possession and status are directly connected and interlinked to a lower turnover rate. In this manner, keeping employees satisfied with careers must be a priority to each and every employer. While this is a so-called fact in management practices, decline in economy may cause employer to rethink it. There may be certain justifications why employees discourage with their job and then resign, such as lack of communication; high rate stress within the organization, other reasons may be lack of recognition or glass ceiling. Management should take strict actions actively to eliminate these factors, if they hope to lower the turnover rate, even in economic uncertainty, so high turnover rate can be avoided.

The importance of this topic is realized all over the world. For instance the workers and research conducted on this topic is clear proof for it, further more organization private emphasizing more on creating a good job satisfaction and implemented.

Furthermore when we conducting this research in Pakistan for different types of industries it will suggest something about different of them, because the privatized its practice and its effects for each organization. Consequently this too will make contribution for Pakistan firms to understand the importance and practical implication of job satisfaction to the firm privatized.

5. THEORETICAL FRAMEWORK

We have investigated the job satisfaction collectively the mixture of different variables that is Pay, Promotion, Recognition, Supportive Management, Organization Commitment, these variables
are independent variables for measuring such variables we will include each one in the data collection which is the part of this paper. After getting knowledge about the independent variables we will entail in on the dependent variable which our case is job satisfaction. And we will see that what kind of result the study suggest for us. The model of the frame work of our study is given below.

**Job satisfaction variable**

The Job Satisfaction Variable to responding job satisfaction questionnaire dividing of responses from major surveys of job holders. The satisfaction questions are perfect likeness across surveys, seek information for an overall estimate of job satisfaction, and support similar distributions of conduct. Most folk report themselves as mightily satisfied with their jobs, with only a divergent.nonage of about ten percent broadcast dissatisfaction. While there is connection in the NLS longitudinal tapes of declines in satisfaction over time, the Michigan Quality of Work Surveys show no such convention -2 The retort to satisfaction questions (and other subjective variables that scarcity a definite metric) can be scaled in two contingency ways in dissection. If the peculiar response fell into the given type and 0 otherwise. When satisfaction is an autonomously variable, the set of reningen has an a priori reshuffle of effects, with for example the third category having preponderant fraction than the second (relative to, say, the first) and the forth preponderant fraction than the third. When satisfaction is the pendant variable the Multinomial probit probability exemplary can be used to envision the effect of various citron on the probability of giving a precise response. Instead, the variable can be rescaled according to a generalize symmetric probability distribution, such as the fiducially normal, with the unit normal conversion, satisfaction becomes a z—score leap the number of standard deviations between a given response and the mean. This technique yields a continuous variable that can be entered as a conditional or un-conditional factor in linear regressions, with evident computational beneficial over supreme likelihood multinomial analysis and will be followed in ensuing empirical work.

**Dependent variable**

Conditional variables are well-advised to be subroutine of the un-conditional variables, alteration only as the independent variable does; employee’s job satisfaction is the considerable, conditional variable which is conditional upon various ingredients, in the study.

**Independent variable**

Independent variables exhaust in the field of job satisfaction including Pay, Promotion, Recognition, Organizational Commitment, and Supportive Management. Emotive organizational commitment concern to an “emotional attachment to, credentials with, and involvement in the association” (Meyer & Allen, 1991, p.67). Affective organizational consignment has being shown to be related to a broad limits of attitudinal and behavioral repercussion such as job satisfaction, in-role and extrarole execute, absenteeism, turnover intentions, and effective turnover (e.g., Meyer & Allen, 1997; Meyer et al., 2002).

Job fulfillment employees greatly hopeful of pay to the exclusion of other job virtue such as interesting work. For example, A study delve the importance of job attributes, employees ranked pursuit work are the most consequential job feature and adroit wages when it came to what managers thought employees crave,, good wages ranked first while enticing work ranked fifth (Kovach, 1995). Supportive management enticing to teacher-pupil relationships, to them moderately in which you correspond with your pupils and are attentive of them as human beings. Recognition does more than assume adroit demeanor. It also feed the framework for nearer manager/ employee alliance. It sets the stage for more than, significant understanding of what’s await, Use recognition to counteract those two consideration that crusade disenchantment and employees will begin to look accrual opportunities. They will apprehend that what they do today has meaning and will tomorrow as well.
1. Variables

i. Pay

Field also display that most of the workers spirit gratified when they are paid adequately to the work interprets by them. The comparative important of pay would credible changing factor in job satisfaction or dissatisfaction’s.

While in case of PTCL it has around...65000 employees in front privatization. The foremost workforce of the PTCL is competent and inexperienced. About 50% employees are, beneath graduate. After privatization of PTCL the new management has realized that company spent huge amount on employees in respect of salary and other different remunerations. In order to reduce the operational cost of the organization, to make it more effective and profitable, PTCL need to layoff these unskilled employees. PTCL has launched a scheme called VSS (Voluntary Separation Scheme). Under this blueprint PTCL has to pay a lump sum payment to the employees who is amenable, PTCL. The VSS scheme cost Rs 34.94 billion to PTCL for the period 2007 and 2008, opine that 60% percent of the employees assistance this package. The Expect of VSS was Rs.17.429 billion is to paid out of the privatization proceeds.

ii. Promotion

Even though PTCL choose share promotional line of action with employee under privatization they carry on budget for programs that relief employee advancement and promote approximately about 8% percent of employees in a typical year. Among other surveys findings:

• The middling promotional incremental awarded is salaried employee in 2012 was 8.7% percent, up from 8.3% percent in 2010.
• Officers/executives collect an average promotional payrise of 10.2% percent, associate to the average of 9.5% percent in 2010.
• The most common technique of funding for promotional rise to establishing a budget distinctive from other related pay-increase budgets.

iii. Recognition

Exchanging between management & employees with feedback them for reaching exact goals or producing arrogant quality outcome in the workplace of organization. Recognizing or reward employees for this stage in service are meant to motivate repeat actions, through empower the attitude you would like to see repeat.

iv. Supportive Management

Supportive management relates to teacher-pupil relationships, to the way in which you interact with your pupil and are aware of them as human beings. After the privatization of PTCL Preventive management and supportive management are like two sides of a coin, with the skills of "wittiness, alertness, overlapping and the need to establish management. In supportive management, the Executive is not to fascinate in presentation orders and assist all in every detail as in giving employees the instrument they required to work them. While, delegacy is a major part of supportive leadership, managers do not simply allot mission and then collect the feedback. Either, they work through the tasks with employees to maximize skills and talent until the manager does not need to trouble about a work being done correctly and the employee is fully empowered in a peculiar area.

v. Organizational Commitments

Organizational commitment is the individual's mental conjunct to the organization. Organizational commitment can be oppose with other work-related attitudes, such as job satisfaction, determined as an employee's feeling about their job, and identification. Job satisfaction is commonly determine as the amplitude to which employees like their work. On PTCL Company the Researchers have identified Job satisfaction for the past different decades. Field have been adherent to figuring out the dimensions of job satisfaction, foregoing of job satisfaction, and the relationship between satisfaction and commitment. After privatization. The literature on the relationship between commitment and satisfaction with one’s job symbol that if employees are delighted they develop stronger commitment to their work. Kalleberg (1990) association between job commitment and job satisfaction and that satisfaction was a bona fide predictor of commitment.
6. Hypothesis
Each variable will be judged for two hypotheses that $H_0$ of $H_1$ given below.

$H_0$: Promotion, Pay, Recognition, Supportive Management, Organizational Commitment have effect of job satisfaction.

$H_1$: The significant difference between employee satisfactions to different telecommunication companies after privatization process greatly affects employment in the organization.

The field concentrates on assorted aspect of job satisfaction of telecommunication in Pakistan. The Null hypothesis of this paper is that the Pay is important factor of job satisfaction among various companies different other factors were related like Promotion, recognition, Organizational Commitment, Supportive management.

7. DATA COLLECTION TECHNIQUES
We have employ both primal and secondary data collections to the survey and gone through direct observations, while secondary data collection was based on diverse source of data, such as documents and E- stored information.

Key Data Collection Techniques
i. Surveys.
ii. Questionnaires.
iii. Panel Questionnaire Designs.
iv. Interviews.
v. Experimental Treatments.

This research paper data were accumulates using a technique survey questionnaire. The survey was concern related using suitable questions changing from associate research and individual questions made by the researcher to PTCL after privatize. The survey was cover of 20 questions, which are related to the participant’s perception attention on the PTCL. In this questionnaire, Likert scale (range) was used to define if the defendant cord or discord in statement. After the certify the questionnaire, they were distributed PTCL (Pakistan Telecommunication Company Limited). The researchers affirm confidentiality of the survey sheets since the determine are not arrogant. The researchers are also recognized that people’s recognizance may also be affected their honesty integrity and potency in answering the survey, they gave people the option of being unnamed. Participants were given time to result and then collected the surveys feedback. There were no aims offered for participating in the research. Next, the structural formal the questions they would be asking to the interview.
Data Analysis Techniques

Sampling Technique
The group used Stratified Random Sampling. In this sampling technique, the group got random samples in a population. Sampling used in this research to targeting PTCL Company. The target audience was executive and officers.

Statistical Treatment of Data
The focus of our research is on comparing job satisfaction before and after privatization. And attitudes among managers and professionals the in PTCL.

Descriptive statistic
The descriptive test was conducted mainly for the information of demographics like age, gender etc. First of all the descriptive statistics data are given below;

<table>
<thead>
<tr>
<th>Sub –scale</th>
<th>N0</th>
<th>Mean response</th>
<th>Std Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay</td>
<td>36</td>
<td>5.03</td>
<td>1.04</td>
</tr>
<tr>
<td>Promotion</td>
<td>38</td>
<td>3.30</td>
<td>0.79</td>
</tr>
<tr>
<td>Recognition</td>
<td>54</td>
<td>3.01</td>
<td>0.71</td>
</tr>
<tr>
<td>Organization Commitment</td>
<td>35</td>
<td>4.03</td>
<td>1.05</td>
</tr>
<tr>
<td>Supportive Management</td>
<td>37</td>
<td>4.67</td>
<td>1.21</td>
</tr>
</tbody>
</table>

Table: 1

Investigation and discussion
According to the research issue clarify, the concentration to the field is a dependent variable of “PAY” as the vital source of job satisfaction in PTCL. This problem area, different un-conditional factors were also recognized which might or might not corrode a PTCL job satisfaction.

Reliability Analysis
For the reliability test the Cronbach’s alpha was calculated, which is the best measure of scale data, and which represent the internal reliability of the measure taken for investigating a dependent variable. Cronbach’s alpha is the best part form of inland consistency dependability coefficient. The value of alpha should to lie between zero(0) and one(1).

<table>
<thead>
<tr>
<th>Cronbach’s Alpha</th>
<th>N0 of entity</th>
</tr>
</thead>
<tbody>
<tr>
<td>.88</td>
<td>12</td>
</tr>
</tbody>
</table>

Table: 2

From table 2, that there suit display that the number of variables the value of Cronbach’s Alpha appear to .88. The value .88 shows that the variable measures the concepts of the toolstolerably. The tested technique hence reliable.
Correlation Analysis

<table>
<thead>
<tr>
<th></th>
<th>Pay</th>
<th>Promotion</th>
<th>Recognition</th>
<th>Supportive Management</th>
<th>Organizational Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pay</strong></td>
<td>1.00</td>
<td>.344(**)</td>
<td>.499(**)</td>
<td>.124</td>
<td>.312(**)</td>
</tr>
<tr>
<td></td>
<td>.17</td>
<td>1.00</td>
<td>.444(**)</td>
<td>.034</td>
<td>.078</td>
</tr>
<tr>
<td><strong>Promotion</strong></td>
<td>.499(**)</td>
<td>.015</td>
<td>1.00</td>
<td>.065</td>
<td>.021</td>
</tr>
<tr>
<td></td>
<td>.015</td>
<td>.007</td>
<td>.456</td>
<td>1.00</td>
<td>.198</td>
</tr>
<tr>
<td><strong>Recognition</strong></td>
<td>.124</td>
<td>.034</td>
<td>.065</td>
<td>1.00</td>
<td>.018</td>
</tr>
<tr>
<td><strong>Supportive Management</strong></td>
<td>.167</td>
<td>.555</td>
<td>.456</td>
<td>1.00</td>
<td>.198</td>
</tr>
<tr>
<td><strong>Organization commitment</strong></td>
<td>.312(**)</td>
<td>.78</td>
<td>.223(*)</td>
<td>.198</td>
<td>1.00</td>
</tr>
</tbody>
</table>

**Correlation is significant at the level 0.05 levels (2-tailed).**
*Correlation is significant at the level 0.01 level (2-tailed).

The table shows the correlation between Pay, Promotion, Recognition, Supportive Management, and Organizational Commitment.

8. LIMITATIONS OF THE STUDY

The daunting limitations facing the research process was that some of the resources consulted within as short period of time and doesn’t possess the most relevant, up-to-date knowledge. We did, yet, identified that one of the important ways to known about our magnitude and sub-category was to study foregoing case studies and organizations throughout the time. Collecting legendary circumstance for current organizational issue and method was strength of our research. While we are advised a variety of literature, also interviewed sundry knowledgeable to aid in our understanding. Where the field recently is and where it is we want it to go, the major limitation facing was swiftly exchanging within the employees at different posts. Therefore, there are no enacted standards or defined processes. Nevertheless, while the can be viewed as a limitation, this particular nature of the project may also be a greatest strength. We had the exemption and ability to feed absorb ourselves in the research design, and eventually, create a assemblage to better the field without being bound to a preexisting format.

We have conducted the research on PTCL, Pakistan, which is on small scale but somehow it can also be apply on the large organization. We have found many factors affecting the variables in the paper. We strived to get the data from many sources, i.e. primary date and secondary data. We used statistical tools to understand the correlation and interaction between many variables as discussed in this paper. While the research it reached its aims, there were some inevitable limitations. First because of time limitations, this research was conducted only on a little size of residents the organization, PTCL. Therefore, to generalize the result for largest groups, the study should have referred higher participants or different organizations at various levels.
9. CONCLUSION
Employee’s job satisfaction can amend service excellence and improve employee satisfaction. In this consideration, manager and policy maker have turned their attention to provide various kinds of adroitness to their employees. This field various tested factors affecting job satisfaction for PTCL (Pakistan Telecommunication Company Limited). The outcome propose that the factors had satisfactorily elaborate job satisfaction and that the managers and policy makers should concentrated that the factors that affect employee job satisfaction, if they want to amplify their businesses. Based on the outcomes of the standardized values, we are eligible to see that Pay, Promotion, Recognition, Organizational Commitment, Supportive management, are the basic items assume PTCL company employees’ job satisfaction. Money is a best motivator, actually all employees’ work for remuneration, employee’s need the money, high PAY are the key factors to satisfying the employee.

According to this result the defined the job satisfaction of PTCL is a significant it’s dependent upon Pay, Promotion, recognition, Supportive management, Organizational commitment, relation with executives and employee’s The main aim of this paper is as follows. It is a subject that dependent variable satisfaction with PAY has the expected tenor on the job satisfaction.

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