

## Job Satisfaction among Female Faculty Members in Higher Education: A Study of Dehradun Region

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### Abstract

The higher education sector is crucial for a country or a region specified, since it plays a vital role in development of the human resource of any country. Higher education is not only important for the students but it is also very important for the faculties working there. Considering more specifically the female faculty member in higher education system and their job satisfaction does also play an important role. Job satisfaction in regards to one's feeling or state of mind regarding nature of their work. Job can be influenced by variety of factors like quality of one's relationship with supervisor, quality of physical environment in which they work, degree of fulfillment in their work, etc. . It ultimately decides the extent of employee motivation through the development of organization climate or environment. Job satisfaction has been a subject of hot chase by researchers. We studies in this paper that the job satisfaction level of female faculty members in higher education sector in Garhwal region of Uttrakhand with special reference to Dehradun district. The paper is based on primary as well as secondary data. Sample size taken here is 125 in which data was collected from faculties in higher education. Data was collected from 6 Universities of Dehradun district.

**Keywords:** Job satisfaction, higher education sector, motivation, working environment, educational qualifications.

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## 1. INTRODUCTION AND MEANING OF JOB SATISFACTION

### 1.1 Introduction to Job Satisfaction

Job satisfaction is one of the most crucial but controversial issues for studying industrial psychology and behaviour management in an organization. It ultimately decides the extent of employee motivation through the development of organization climate or environment. Job satisfaction is the attitude one has towards his or her job. Stated in another way it is one's affective response to the job. Job satisfaction is concerned with the feeling one has towards the job. The importance of job satisfaction is fairly evident from a description of importance of maintaining morale in any industry. If a worker is not satisfied with work, and then both the quantity and quality of his output will suffer. If his job satisfaction increases then there will be improvement in both the quality and quantity of production. Factories in which the workers are satisfied with their work are also characterized by a high morale.

### 1.2 Defining Job Satisfaction

Positive attitude towards job is equivalent to job satisfaction whereas negative attitude towards job has been defined variously from time to time. In short job satisfaction is a person's attitude towards job.

Job satisfaction is an attitude which results from balancing & summation of many specific likes and dislikes experienced in connection with the job their evaluation may rest largely upon one's success or failure in the achievement of personal objective and upon perceived combination of the job and combination towards these ends.

According to Pestonejee, Job satisfaction can be taken as a summation of employee's feelings in four important areas. These are:

1. **Job-nature** of work (dull, dangerous, interesting), hours of work, fellow workers, opportunities in the job for promotion and advancement (prospects), overtime regulations, interest in work, physical environment, and machines and tools.
2. **Management**-supervisory treatment, participation, rewards and punishments, praises and blames, leave policy and favoritism.
3. **Social relations**-friends and associates, neighbours, attitudes towards people in community, participation in social activity scalability and caste barrier.
4. **Personal adjustment**-health and emotionality.

Job satisfaction is an important indicator of how employees feel about their job and a predictor of work behaviour such as organizational citizenship, Absenteeism, Turnover.

Job satisfaction benefits the organization includes reduction in complaints and grievances, absenteeism, turnover, and termination; as well as improved punctuality and worker morale. Job satisfaction is also linked with a healthier work force and has been found to be a good indicator of longevity.

According to Weiss, "Job satisfaction is general attitude, which is the result of many specific attitudes in three areas namely:

- Specific job factors
- Individual characteristics
- Group relationship outside the job"

According to Blum and Naylor, "Job satisfaction is defined, as it is the result of various attitudes the person hold towards the job, towards the related factors and towards the life in general."

According to Glimmer, Job satisfaction is defined, as any contribution, psychological, physical, and environmental circumstances that cause a person truthfully say, 'I am satisfied with my job.'

According to Mr. Smith, "Job satisfaction is defined, as employee's judgement of how well his job on a whole is satisfying his various needs."

According to Locke, "Job satisfaction is defined, as a pleasurable or positive state of mind resulting from appraisal of one's job or job experiences."

## **2. HIGHER EDUCATION**

Over the last 50 years, the Government of India has provided full policy support and substantial public funds to create one of the world's largest systems of higher education. These institutions, with the exception of some notables ones, have however, not been able to maintain the high standards of education or keep pace with developments in the fields especially in knowledge and technology. Over time, financial constraints with exploding enrolments, and a very high demand for higher education has led to the deterioration in the financial support provided by the government. In terms of higher education, however, on the science and technology side, India has however built up the largest stock of scientists, engineers and technicians.<sup>1</sup>

Today, academicians do not need to spend much time on library research poring over bulky tomes and taking copious notes. They have the facility of faster and surer access to a much wider range of information through the internet, not just to read but to print or save or forward to others as might suit their purpose. Teachers prefer to receive tutorials on-line, which not only lends itself to faster transmission, but also avoids the difficulty in reading a manuscript. Similarly, some teachers not only put up their course materials on the website, but also their lectures, which can be heard on-line such that students who were unable to attend can also benefit from them. The faculty and students remain connected through email on which students receive instructions, send essays/assignments, fix appointments, etc. All students are expected to have their own laptop or notebook computer. While traditional western universities still have face-to-face lectures, it also offers on-line courses especially during the summer break. While such courses have the obvious disadvantages of the absence of personal interaction, they allow for discussion through setting up of chat rooms. Such on-line courses and discussions have often proved to be more rewarding than regular classroom interactions as they allow for students and teachers from different parts of the world to converge. On-line Universities, which do not require physical infrastructure, have facilitated greater accessibility to education than ever before.

## **4. REVIEW OF LITERATURE**

**Nhat, Cong Nguyen et al. (2013)** conducted a study on "Factors affecting Job Satisfaction of teachers of Hue University in Viet Nam". The purpose of this study was to investigate the relationship and inter dependence between rewards and recognition, supervision and job characteristics on teacher's job satisfaction and that of job satisfaction on the personal motivation

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<sup>1</sup> All India survey on Higher Education, Ministry of Human Resource Development department of higher education planning, monitoring & statistics bureau, 2011.

of teachers. 219 usable responses were received which were analyzed through SPSS 17.0. The findings of the study showed significantly positive relationship between reward and recognition, satisfaction with supervision and the job characteristics, with job satisfaction as well as a very negative and significant relationship was also observed between job satisfaction and personal motivation.

**Katoch, Om Raj (2012)** conducted a study on “Job Satisfaction among College Teachers: A Study on Government Colleges in Jammu (J&K)”. College Teachers are the most important group of professionals for our nation’s future. Therefore, it is astonishing to know that even today many of the college teachers are dissatisfied with their jobs. Job satisfaction among college teachers is an important issue not only for themselves but society as a whole. It increases productivity and classroom performance in the college. The data used in this paper is primary in nature and collected through personal interviews in the form of questionnaire from a sample of 98 college teachers selected from the five Government Colleges of Jammu. Two types of statistical tools are used in the present study for analysis i.e., percentage analysis and chi-square analysis. Research shows that female college teachers are more satisfied with their job than male teachers and income per annum is an important factor impacting the level of job satisfaction.

**Spagnoli, Paloa et al. (2011)** in their study examines the evolution of job satisfaction in a service organization over a six-year period. The following aspects affecting job satisfaction were examined: management practices, rewards, work climate and the work itself. The main theoretical implication of this study resides in its contribution towards filling the literature gap on satisfaction with job aspects from a time perspective.

**Nadeem Malik (2011)** conducted a study on “Job Satisfaction factors of faculty members at the University of Balochistan”. The main purpose of this study was to examine the factors affecting job satisfaction of faculty members of university of Balochistan that explained by Herzberg job motivator & hygiene factors. A random sample of 120 faculty members of Balochistan University was selected as a statistical sample. It was found that faculty members in University of Balochistan were generally satisfied with their jobs. However, male faculty members were less satisfied than female faculty in the current study. The factor “work itself” was the most motivating aspect for faculty. The least motivating aspect was “working conditions”. The demographic characteristics were negligibly related to overall job satisfaction. The factors “work itself” & “advancement” explained 60% of the variance among faculty members overall level of job satisfaction.

**Ghazi, Safdar Rehman (2010)** conducted study on “University Teachers’ Job Satisfaction in the North West Frontier Province of Pakistan”. The major purpose of this study was to explore the level of job satisfaction of university teachers in the North West Frontier Province of Pakistan. A sample of 108 university teachers was drawn from this population. A questionnaire following the theoretical framework of Herzberg’s two factor theory was developed. The findings show that university teachers were generally satisfied with their jobs. However, teachers were neutral with dimensions: working conditions, organizational policies and practices, recognition, supervision technical and promotion opportunities. The teachers were satisfied with work variety, creativity, moral values, compensation, work itself, colleagues’ cooperation, responsibility, ability utilization, authority, activity, social status, job security, achievement and students’ interaction.

**Fauziah, Noordin (2009)** conducted study on “Levels of Job Satisfaction amongst Malaysian Academic Staff”. A study of job satisfaction of Academic staff of a public university in Malaysia used 7-item general satisfaction scale in a survey to determine the level of job satisfaction of the academic staff. The results indicated that overall the academic staff of the university has a moderate level of job satisfaction. In addition, current status, marital status, age and salary appear to have significant impact on the respondents’ level of job satisfaction. Implications on the study’s findings to the management of the university are also discussed.

**Parveen Ali (2009)** conducted study on “Job Satisfaction characteristics of Higher Education Faculty by race”. The primary goal of this study was to investigate, at a national level, the job satisfaction characteristics of higher education faculty of 5 different races. Data for this quantitative secondary analysis study were taken from the national study of post secondary faculty collected. The faculty’s job satisfaction was examined by applying job satisfaction theory. The result of this study indicated some similarities and differences in job satisfaction characteristics of faculty by race. The analysis indicate that where achievement, recognition and responsibility are measured in terms of publications, funded research and number of committees served, Asian/Pacific Islander members performed better than other races in this study. It also appears from the analysis that the majority of faculty of all races was deriving satisfaction from extrinsic factors measured in terms of institutional policies, work climate and benefits.

#### **5. RESEARCH OBJECTIVE OF THE STUDY**

- To study the level of job satisfaction among the female faculty members in higher education sector of Dehradun region.
- To find out what extent do organizational factors such as academic qualification, interpersonal relationship, participation in decision making, administrative leadership influence the female faculty’s job satisfaction.

#### **6. RESEARCH METHODOLOGY**

The study is an empirical research and it is based on primary and secondary data. Sample size taken here is 125 respondents from higher education. It useful variety of evidence documents, artifacts and interview to explain and test assumptions concerning casual relations among variables under investigation.

The main purpose of this study is to analyze the level of female faculty’s job satisfaction. Measuring job satisfaction guides me to follow quantitative method also.

##### **6.1 Research Design**

The research design for the purpose of the study is drafted and the steps to be taken in the research were set out in a systematic manner. The present research design explains how the research process is carried out.

##### **6.2 Tools for Primary Data Collection**

The primary data for the purpose of the study were information and responses from female faculties of Dehradun. The required data was collected by addressing the appropriate class of respondents and requesting them to provide necessary information.

- 1. Questionnaire-based Survey of Faculty’s:** The faculties are respondents who provide information regarding their understanding, experience, opinion and perception towards



teaching practices (job satisfaction) adopted by colleges of Dehradun district. The questionnaire incorporated different scaling techniques as demanded by the study.

A well-structured and comprehensive questionnaire was prepared to collect data from these respondents. The questionnaire consisted of both open and closed ended questions.

2. **Sources of Secondary Data Collection:** The secondary data provided the researcher with the information regarding the activities, scope and opinions of other researchers and experts in the initial stages. The data further guided the researcher in defining the variables of the study. For this purpose, secondary data was collected from all associated courses that include:

- Books
- Research journals
- Magazines
- Newspapers, published materials & websites.

### 6.3 Universe & Sample Plan

The phenomenon of job satisfaction of female faculty's became a major event in Dehradun district. This study has tried to reveal the job satisfaction of female faculty's in higher education of Dehradun.

### 6.4 Sample Size Determination

Sample size taken here is 125 in which data was collected from faculties in higher education. Data was collected from 6 Universities of Dehradun district.

## 7. HYPOTHESIS TESTING

Following Null hypothesis were tested:

- H0: Academic assignment match with your teaching assignment
- H1: Academic assignment did not match with your teaching assignment
- H0: Level of satisfaction does not depend on qualification level
- H1: Level of satisfaction depends on qualification level
- H0: Level of satisfaction does not depend on terms of fulfilling expectation
- H1: Level of satisfaction depends on terms of fulfilling expectation
- H0: Level of satisfaction does not depend on interpersonal relation with peers
- H1: Level of satisfaction depends on interpersonal relation with peers
- H0: Level of satisfaction does not depend on taking part in decision making
- H1: Level of satisfaction depends on taking part in decision making.

## 8. DATA ANALYSIS AND INTERPRETATIONS

1. Does your academic qualification match with your teaching assignments?

Ho : $\mu = 0.9$			Population Mean = 0.9			
H1 : $\mu \neq 0.9$						
Statistic of Sample			Statistic of Population		Std Error	Significance Level
Size	Mean	Std Deviation	Mean	Std Deviation		
125	0.928	0.259528108	0.9	Not Known	0.023213	5%

**Calculated value of Z:**

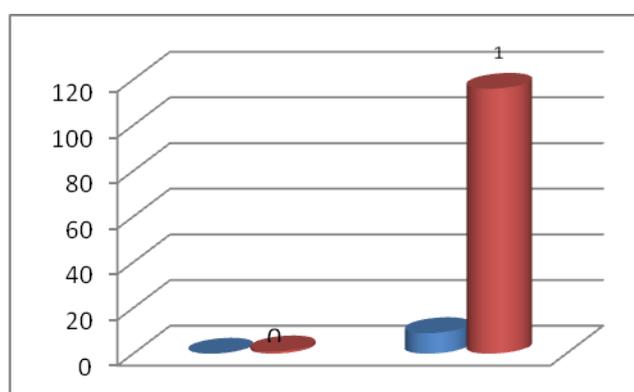
$$Z_{cal} = \frac{\text{Sample Mean} - \text{Population Mean}}{\text{Standard Error of Mean}} = 1.206225867$$

**Table Value of Z:**

Ztab =	Significance Range		
	0.045496447	To	-0.045496
	1.96	To	-1.96

Scale of Satisfaction	
1	0
Yes	No

Scale	Frequency
0	9
1	116



**Rating about Academic Qualification**

**Interpretation:** This graph shows that academic assignments match with the academic qualification.

Since,  $Z_{cal} < Z_{tab}$  = We Accepted Null Hypothesis. Means the Alternate Hypothesis Should be Rejected. It shows that academic assignments match with the academic qualification.

**2. Rate your level of satisfaction in relation to your academic qualification and job.**

$H_0 : \mu = 3.5$	Population Mean
$H_1 : \mu \neq 3.5$	

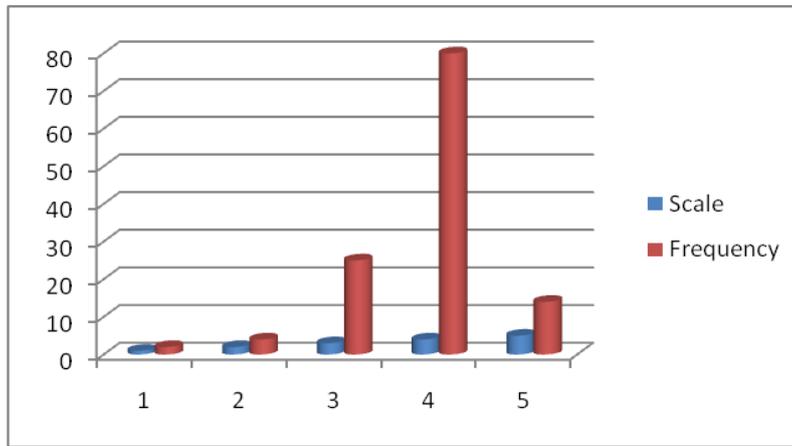
Statistic of Sample			Statistic of Population		Std Error	Significance Level
Size	Mean	Std Deviation	Mean	Std Deviation		
125	3.8	0.740531631	3.5	Not Known	0.066235	5%

$$Z_{cal} = \frac{\text{Sample Mean} - \text{Population Mean}}{\text{Standard Error of Mean}} = 4.529316271$$

Ztab =

Significance Range		
0.129818533	To	-0.129819
1.96	To	-1.96

Scale of Satisfaction				
5	4	3	2	1
Highly Satisfied	Satisfied	Average	Dissatisfied	Highly Dissatisfied



Scale	Frequency
1	2
2	4
3	25
4	80
5	14
N=125	

**Level of satisfaction in relation to academic qualification and job**

**Interpretation:** This graph shows that level of satisfaction depends on qualification level. High qualification gives more satisfaction.

Since,  $Z_{cal} > Z_{tab}$  = We Rejected Null Hypothesis. Means the Alternate Hypothesis Should be Accepted. It shows that level of satisfaction depends on qualification level. High qualification gives more satisfaction.

**3. Rate this job in terms of fulfilling your expectation.**

$H_0 : \mu = 3.5$
$H_1 : \mu \neq 3.5$

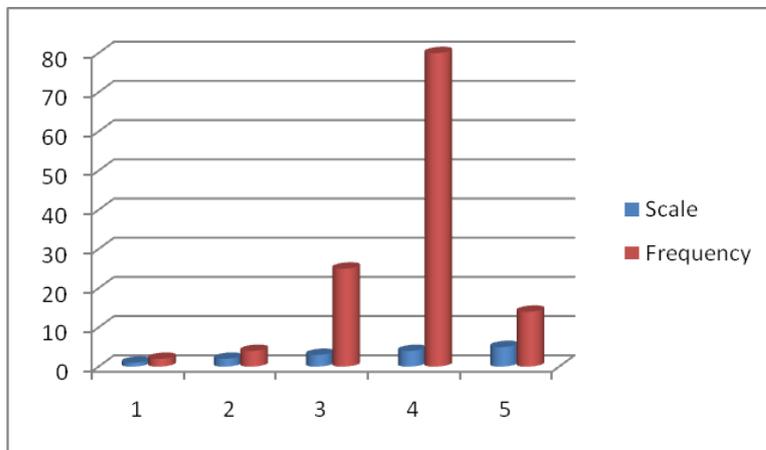
Statistic of Sample			Statistic of Population		Std Error	Significance Level
Size	Mean	Std Deviation	Mean	Std Deviation		
125	3.688	0.711835429	3.5	Not Known	0.063668	5%

$$Z_{cal} = \frac{\text{Sample Mean} - \text{Population Mean}}{\text{Standard Error of Mean}} = 2.952794725$$

Ztab =	Significance Range		
	0.12478796	To	-0.124788
	1.96	To	-1.96

Since,  $Z_{cal} > Z_{tab}$  = We Rejected Null Hypothesis. Means the Alternate Hypothesis Should be Accepted. It shows that level of satisfaction depends on terms of fulfilling our expectations.

Scale of Satisfaction				
5	4	3	2	1
Highly Satisfied	Satisfied	Average	Dissatisfied	Highly Dissatisfied



**Level of satisfaction of job in terms of fulfilling their expectations**

**Interpretation:** This graph shows that female faculty's are satisfied with their job in terms of fulfilling their expectation.

**4. Rate the level of satisfaction because of interpersonal relationship with your colleagues.**

$H_0 : \mu = 3.5$
$H_1 : \mu \neq 3.5$

Statistic of Sample			Statistic of Population		Std Error	Significance Level
Size	Mean	Std Deviation	Mean	Std Deviation		
125	3.936	0.564315172	3.5	Not Known	0.050474	5%

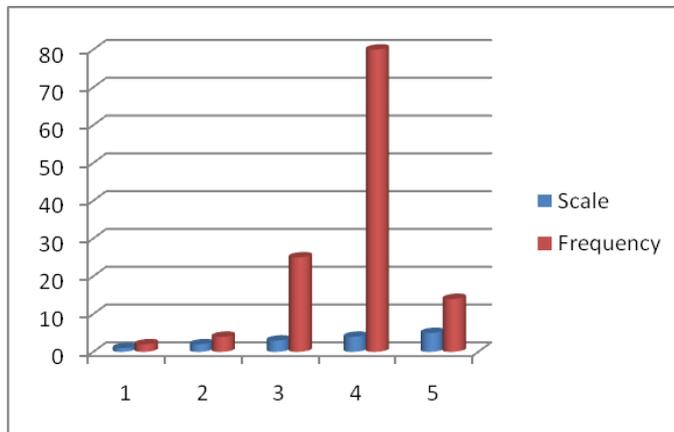
$$Z_{cal} = \frac{\text{Sample Mean} - \text{Population Mean}}{\text{Standard Error of Mean}} = 8.638130669$$

Ztab =

Significance Range		
0.098926994	To	-0.098927
1.96	To	-1.96

Since,  $Z_{cal} > Z_{tab}$  = We Rejected Null Hypothesis. Means the Alternate Hypothesis Should be Accepted. It shows that level of satisfaction depends on interpersonal relationship with the colleagues.

Scale of Satisfaction				
5	4	3	2	1
Highly Satisfied	Satisfied	Average	Dissatisfied	Highly Dissatisfied



Scale	Frequency
1	0
2	1
3	21
4	88
5	15

**Level of satisfaction on interpersonal relationship with colleagues**

**Interpretation:** This graph shows that level of satisfaction of female faculty's depends on interpersonal relationship with their colleagues.

5. **Rate your satisfaction in context of freedom of expression of your views/ideas in job.**

Ho : $\mu = 3.5$
H1 : $\mu \neq 3.5$

Statistic of Sample			Statistic of Population		Std Error	Significance Level
Size	Mean	Std Deviation	Mean	Std Deviation		
125	3.736	0.763523243	3.5	Not Known	0.068292	5%

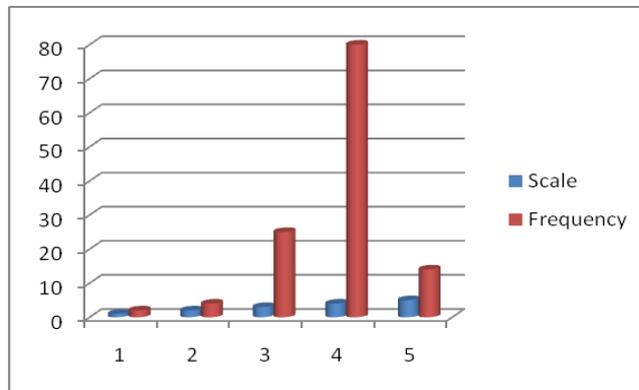
$$Z_{cal} = \frac{\text{Sample Mean} - \text{Population Mean}}{\text{Standard Error of Mean}} = 3.455769342$$

Ztab =

Significance Range		
0.133849066	To	-0.133849
1.96	To	-1.96

Since,  $Z_{cal} > Z_{tab}$  = We Rejected Null Hypothesis. Means the Alternate Hypothesis Should be Accepted. It shows that level of satisfaction depends on context of freedom to express our views.

Scale of Satisfaction				
5	4	3	2	1
Highly Satisfied	Satisfied	Average	Dissatisfied	Highly Dissatisfied



Scale	Frequency
1	2
2	6
3	27
4	78
5	12

Level of satisfaction in context of freedom of expression

**Interpretation:** This graph shows that level of satisfaction of female faculty's depends on context of freedom to express their views.

## 9. FINDINGS

There are some findings of the survey that has been stated below:

- It has been seen from the survey that female faculty's are satisfied with their job in terms of fulfilling their expectations.
- Female faculties are satisfied with the working environments which are provided by their colleges.
- It has been seen from the survey that female faculty's are satisfied with their personal relationship among colleagues.
- Level of satisfaction of female faculty's depends on context of freedom to express their views.

## 10. LIMITATIONS

- The sample distributed 150 out of which only 125 responses were obtained.
- Some female faculties are not ready to provide correct information.

- Due to the busy schedule of the female faculty's they could not spare enough time for proper guidance.
- The findings of the survey are based on the subject opinion of the respondents and there is no way of assessing the truth of the statement.

#### **11. CONCLUSION**

This study has tried to discover the perception of job satisfaction of female faculty members in higher education of Dehradun region to identified the factors those cause satisfaction and dissatisfaction to the female faculty's. Most of the female faculty willingly to enter into this profession. They think that teaching profession is the best professions to build one's career. Most of the faculties perceived that job satisfaction on having a secured job as well as getting the social status and prestige. It has also found from the study that female faculties are more satisfied with working environment. From the survey it has been found that mostly the female faculties who are working in University of Petroleum and Energy Studies are highly satisfied as compared to other universities of Dehradun region. During the study the factors found as the causes of satisfaction or dissatisfaction are related either to the motivator factors or to the hygiene factors. However, according to Herzberg salary, interpersonal relation, working environment and supervision are only hygiene factors. This study findings stated that these were as motivating factor also. The purpose of this study was to investigate the perception of female faculty's about their present job in the area of Dehradun region. For decades, job satisfaction has been one of the most extensively research concepts in work and organizational psychology. Job satisfaction is believed to reflect an individual's affective and/or cognitive assessment of his or her working conditions and job attributes. It has been traditionally used to confirm the effectiveness of job design and motivational conditions at work.

The present study has tried to discover the level of job satisfaction among female faculty members in Higher Education Sector at Dehradun. The study shows that workplace condition, professional development and infrastructure significantly creates overall job satisfaction of the teaching faculty.

#### **12. RECOMMENDATION & SUGGESTION**

- The internal mapping of each organization has its own yardsticks based on year of experience with many employees. The deserving candidate gets their reward sooner or later. To make employees understand it, appraisal yardsticks should be conveyed to concerned faculties in advance may lead to further job satisfaction and reduction in grievances.
- The work environment should be more structured. More work related freedom should be given to the faculty members.
- Faculty member can be included for decision making with respect to academic matters. This would create better relationship between employer and employee.
- There should be greater job security because in the survey we found that female faculty's feels that there is no job security where they are working. Organization should be supportive, less interference in private affairs and working place should be healthy.
- UGC scale should be implemented uniformly.
- Management should develop clear compensation and promotion policies for its employees.

- Time to time workshops should be arranged for faculties. More events for faculty participation should also be introduced besides teaching.
- Proper training and development programs should also be introduced for improvement of quality of education & work among faculties.
- A female faculty's will be satisfied by her job and will give the best when she got mental support from her family and their management staff.

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