

Job Satisfaction Among University Teachers of Saudi Arabia: An Empirical Study of Salman Bin Abdul Aziz University

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Abstract

Employee satisfaction is an essential tool for continuing growth of educational systems around the world. Same is in case of Saudi Arabian Universities. The major aim of the present study is to find factors influencing satisfaction, level of satisfaction, know the strengths and weaknesses of the university and suggest actions to increase the satisfaction level of teachers. The overall results suggest that satisfaction levels of different dimensions are neither high nor low. It is also found that faculty members are satisfied with overall Work Environment and Culture, Authority, Interpersonal Relationships, Supervision, but these factors have to be reinforced for maintaining the satisfaction levels. Interpersonal relationships are given high importance among all other variables under study. The major strengths of the university are infrastructure, leadership, student centered, safe/ hygienic environment and high interpersonal relationships. The major weaknesses of the university are lack of clear administrative policies/procedure, communication gaps, low salary levels, feeling of job insecurity, lack of facilities learning resource materials, and lack of extra-curricular activities, discriminations/disparities. The major suggestions for improvements in teachers satisfaction includes contract period to be increased to at least 3-5 years, administrative and financial support for faculty development, increase in increments and health benefits, rewards, support interactions through academic and extra-curricular activities

Keywords: Cox's Bazar Sea Beach, World Largest Sea Beach, Destination Marketing.

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1. INTRODUCTION

Satisfaction has been extensively studied in the management literature due to its importance to the physical and mental well-being of the employee, therefore employee satisfaction is a topic of major concern for many researchers and is an important institutional variable that must be understood and constantly analyzed for the efficient working of any institution. As teaching requires a great deal of diligence and commitment, so in teaching it is more important to have mental commitment and loyalty than only physical presence. Significantly, employee satisfaction and motivation are very essential to the continuing growth of educational systems around the world and they run alongside professional knowledge and skills, core competencies, educational resources as well as strategies, in genuinely determining educational success and performance. Nowadays educational institutions have to work harder to fulfill the gradually increasing expectations, of themselves, and also of their faculty. However, in recent years, a clear increase has been observed in a number of studies related to the job satisfaction and concerned variables of academic faculty which enhances their satisfaction. The aim and objective of present study is to find out the job satisfaction of teachers at university level and to make necessary recommendations to the management about factors affecting university staff members' satisfaction.

2. LITERATURE REVIEW

The origin of interest in the topic of job satisfaction is traced back in 1911, when Taylor developed ways for the training of workers on the basis of job duties and employees attitude (**Taylor, 1911**). However, this topic can be tracked back with the birth of industrial revolution. In spite of wide usage in research there is still no general agreement regarding what employee satisfaction is. The following are some important researches in this field:

Kendall and Hulin (1969) examined employee satisfaction was feelings or affective responses to facets of the situations although there was no consensus on ways of defining employee satisfaction, employee satisfaction generally was considered to be an employee's attitude about his or her job based on factors present in the work environment. **Carrel and Elbert (1974)** reported negative relationship between education and employee satisfaction finally they concluded that employees, who have high level of education, are dissatisfied with performing the routine tasks required in most jobs. **Arnold and Feldman (1986)** found that the interesting and challenging of the work itself led to the higher level of employee satisfaction. Having friendly and cooperative coworkers is a modest source of job satisfaction. **Carrel et.al (1997)** examined in their paper that employees behavior would be expected to influence organizational operations and performances according to the employees' degree of employee satisfaction/dissatisfaction. **Waskiewicz, (1999)** compared the relationship between age and employee satisfaction tends to be a U-shaped function whereas employee job satisfaction with younger employees is initially high and then drops for several years, and finally raises again with employees age. Older people seem to be generally more satisfied with their jobs than younger ones .

Luthans (2001) analyzed the study to understand that although high employee satisfaction will not necessarily result in low absenteeism, low satisfaction is more likely to increase absenteeism. Absence is influenced not only by employee satisfaction but also by, for example, pressure or lack

of pressure to attend. **Brunette (2002)** found in his study that there is a positive relationship between the satisfaction with organizational communication and employee commitment. **Santhapparaj et al. (2005)** examined when the employee sees that his expectations are not met in the job environment, the employee dissatisfaction emerges. It leads to the decrease in the workforce productivity, organizational commitment and commitment to the job and increase in the rates of the optional discontinuation of the job.

Joyce and Slocum (2004) pointed out in their study to analyze what effort to satisfy the needs of employees, many managers make use of incentive programs, despite the fact that research has consistently confirmed that no amount of money will translate into sustainable levels of employee. **Armstrong (2008)** concluded in his study that the employee satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction while negative and unfavorable attitudes towards the job indicate job dissatisfaction. **Nawab and Bhatti (2011)** aimed to build an understanding regarding the impact of employee compensation on their employee satisfaction and institutional commitment among Pakistani university teachers. Employee compensation in educational sector will also help to foster organizational commitment and enhance their satisfaction level among respondents.

Khan and Parveen (2012) in their research paper addressed the multifarious aspects of job satisfaction, which covers, salary, healthy growth of an organization, promotional techniques, and implementation of objectives, emotion regulation of employees, productivity, efficiency, turnover etc. The study is descriptive in nature and the data has been collected through a self-designed questionnaire administered to 200 employees who are employed in different branches of public and private sector commercial banks. The study reveals that employees need to be satisfied with their job to overcome the situation of absenteeism, role conflict, job induced tension, negative intention to leave the job and discrimination against them.

3. OBJECTIVES

The major objective of the present research is to study the level of job satisfaction among the teachers of Salman bin Abdul Aziz University. Besides, factors influencing job satisfaction, study of a correlation between employee satisfaction and performance and to help the university administration to know about the actions to be taken to increase the level of satisfaction of the employees are the other objectives of the study.

4. RESEARCH METHODOLOGY

The collection of data has been done through primary and secondary sources. Both observation and questionnaire methods have been used to collect necessary information from the respondents.

4.1 Sample Size and Method Of Sampling

The details are as follows:

- (a) Universe: The Universe for the purpose Salman bin Abdul Aziz University
- (b) The Sampling Unit was an individual employed in University and the Sample Size of 167 respondents has been taken.
- (c) Method of Sampling adopted was non-proportionate stratified sampling.

- (d) Tools Used: Mean, Standard Deviation, Coefficient of Variance, Coefficient of Effectiveness, Overall Rank No., Rank No., t-Value and Significance, Bar Diagram, Pie Charts and alpha cronbach.

4.2 Selection of Instruments

Based on literature review and pilot survey, and for the purpose of the study on Employee Satisfaction of Salman bin Abdulaziz University, two different set of questionnaires were administered for respondents and for staff. Each of the questionnaires has 2-parts, 1-General Information, 2-Research Information. Under General Information, 10-demographic variables were asked and those were i) Name ii) Gender iii) College iv) Department v) Years in University vi) Age vii) Designation viii) Qualification ix) Nationality x) Salary. Under Research Information, 8-major variables have been taken into consideration which are 1) Work Environment & Culture 2) Authority 3) Communication 4) Interpersonal relationship 5) Supervision 6) Salary and benefit 7) Career path 8) Safety and hygiene. Under each of these major variables, sub variables have been taken:

- a) Under the first major variable of work environment and culture, there are 9-sub-variables,
- b) Under the second major variable of authority, there are 5-sub-variables,
- c) Under the third major variable of communication, there are 9-sub-variables,
- d) Under the fourth major variable of interpersonal relationship, there are 5-sub-variables,
- e) Under the fifth major variable of supervision, there are 5-sub-variables,
- f) Under the sixth major variable of salary and benefit, there are 6-sub-variables,
- g) Under the seventh major variable of career path, there are 7-sub-variables,
- h) Under the eighth major variable of safety and hygiene, there are 4-sub-variables.

Apart from these, there are two more variables which have been taken for analysis purpose and these are related to community services and number of committees the faculty member is working with. As such the total number of sub variables under study become 52. Apart from the above 4-open ended questions were asked about how to improve employee satisfaction, major strengths of the university, major weaknesses of the university and any other comments. The questionnaire used five-point Likert-type scale ranging from 1: "Very Dissatisfied", 2: "Dissatisfied", 3: "Not Sure", 4: "Satisfied", 5: "Very Satisfied" for the closed ended questions.

5. FINDINGS AND SUGGESTIONS

5.1 Findings

For the purpose of the study on Employee Satisfaction of Salman bin Abdulaziz University, the questionnaires had 2-parts, 1-General Information, 2-Research Information. Below we present the findings from respondents about their general information. Under general information, 10-demographic variables were asked and those were i) Name ii) Gender iii) College iv) Department v) Years in University vi) Age vii) Designation viii) Qualification ix) Nationality x) Salary. Out of 10 demographic variables from part-1 of the questionnaire for respondents, 7-variables were taken for analysis as rest of the variables is for data purpose or is optional in nature. We see below the responses to the 7-variables under consideration.

1. Majority of the respondents have experience between 0-5 years which constitute 67% of the total responses.

2. Majority of the respondents are aged between 30-40 years which constitute 59% of the total responses means that the University employees are young but experienced respondents.
3. 95% of total employees are Lecturers and Assistant Professors.
4. Respondents with Bachelors and Masters which together constitute 92% of total respondents.
5. Non Saudis which constitute 85% of the total responses and 15% are Saudi respondents.
6. Out of the total responses 91% of respondents are getting a salary in the range of SR 5000-15,000 out of which 56.4 % are in the salary range of SR 5000-10,000/ month.
7. "Work Environment and Culture" in the university is generally good but has to work on two major aspects and those are:
 - i) Salman bin Abdulaziz University needs to do more for the employees
 - ii) Administrative procedures have to be made more clear and transparent.
8. The "Authority" provided in the university is good. The following points to be reinforced:
 - i) Supervisors should encourage and appreciate the respondents and should give enough authority to carry out the work
 - ii) Resources needed to do the job should be adequately and timely provided.
9. Respondents are satisfied with different aspect of "Communication" and required to work on two aspects in communication:
 - i) Clarity in communication of job responsibilities
 - ii) Adequate communication between departments.
10. Salman bin Abdulaziz University should provide a friendly working environment so as to facilitate "Interpersonal Relationship" among employees. It is seen that the two important factors giving satisfaction to the respondents are:
 - i) Good relationship with students
 - ii) Good relationship with Colleagues gives satisfaction to the respondents.
11. Respondents give importance to "Supervision", though overall they are satisfied but need to reinforce the following important points:
 - i) Supervisor should treat the respondents fairly
 - ii) Supervisor does a good and efficient job himself and that he should be understanding and co-operative.
12. Regarding "Salary & Benefits" the respondents are not particularly satisfied with:
 - i) The increment in Salary
 - ii) Money for extra work
13. The most important points that the respondents were dissatisfied in the "Career Path" were:
 - i) Support for conferences, seminars and training programs.
 - ii) Support for scientific research
14. Regarding "Safety and Security at Workplace", the respondents laid stress is on:
 - i) Maintaining the available support equipment
 - ii) Maintaining cleanliness in the work place.
15. With regard to "Community Service & Number of University Committees Involved" respondents gives importance to it and is observed that:
 - i) Very less community service activities

- ii) Very less number of respondents in university committees.

5.2 Recommendations

The following are specific recommendations that stakeholders and informants indicated are needed to improve teachers' satisfaction in Saudi Arabian universities in general and Salman bin Abdulaziz University in particular:

- There is an urgent need to come out with a Faculty Hand Book which would make Administrative procedures more clear and transparent.
- All the departments or colleges could come out with the best Faculty Award of the department or of the college every month. Supervisors should also encourage and appreciate the respondents and should give enough authority to carry out the work.
- Procedure Manual to be formulated to make clear the procedures for procuring various resources and the same to be communicated to respondents. Resources needed to do the job should be adequately and timely provided. The procedure manual should have wider scope.
- For all type of jobs, whether it is regular teaching job or be it being members of committees, what is expected and what respondents should expect are clearly and timely communicated to the concerned. Also that there could be some Regular Interactive Programs among different departments and also among different colleges.
- Salman bin Abdulaziz University through their policies and procedures should maintain and improve supervision of different department so as to ensure the employees are highly satisfied.
- The University should revise the increment of respondents and also should design clear policies regarding payments for extra work (Like for taking extra responsibility of supervisor, for examinations, for being members of different committees, quality coordinators, program coordinators etc.) and should be make them transparent by communicating it to them.
- The University should make clear and transparent monetary and administrative provisions for the respondents to attend conferences, seminars, training programs and scientific research including publications.
- The University should have a Comprehensive Annual Maintenance Contracts with appropriate companies for timely repairs/replacements and maintenance of available equipment including maintaining cleanliness of the work place.
- University should engage in more community service activities and involve more number of respondents in University Committees.
- The contract period should be for a minimum period of 3-5 years as it would bring about a sense of belongingness, job security and stability to increase outputs.
- University should provide administrative and financial support to participate in national and international conferences, seminars, training programs and publishing research works for all respondents.
- University should increase the annual increments in salaries for all respondents to effectively encourage them and reduce all kinds of disparities and discriminations.
- All kinds of resources' especially the learning resources in terms of enhancing the library facilities should be provided by the University.

- Administrative processes and procedure should be made clear and to be accelerated.
- All communication particularly to students should be made in English.
- The university should provide a platform for better interactions among teachers of different colleges and special allowances for employees who are far from Al Kharj.

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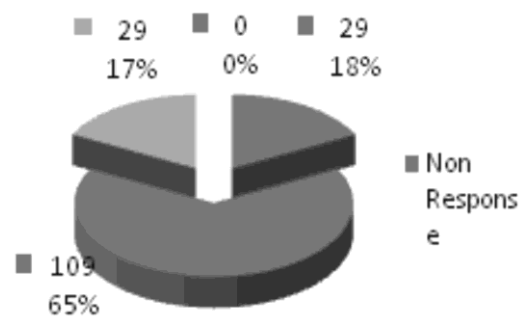
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APPENDIXS

TABLE 1: GENDER ANALYSIS OF RESPONDENTS

		Frequency	Percent	Cumulative Percent
Valid	0	29	17.4	17.4
	1	109	65.3	82.7
	2	29	17.4	100.0
	Total	167	100.0	

CHART 1: DISTRIBUTION OF MALES & FEMALES AMONG RESPONDENTS

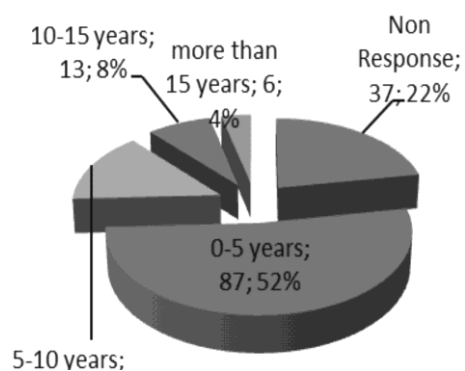


Source: Collected and Analyzed (using SPSS software) from Questionnaire for respondents

TABLE 2: ANALYSIS OF EXPERIENCE OF RESPONDENTS

		Frequency	Percent	Cumulative Percent
Valid	0	37	22.2	22.2
	1	87	52.1	74.3
	2	24	14.4	88.7
	3	13	07.8	96.5
	4	06	03.5	100.0
	Total	167	100.0	

CHART 2: EXPERIENCE OF RESPONDENTS



Source: Collected and Analyzed (using SPSS software) from Questionnaire for respondents

TABLE 3: ANALYSIS OF AGE OF RESPONDENTS

		Frequency	Percent	Cumulative Percent
Valid	0	45	26.9	26.9
	1	12	07.2	34.1
	2	72	43.1	77.2
	3	37	22.2	99.4
	4	01	00.6	100.0
	Total	167	100.0	

Source: Collected and Analyzed (using SPSS software) from Questionnaire for respondents

CHART 3: AGE OF RESPONDENTS

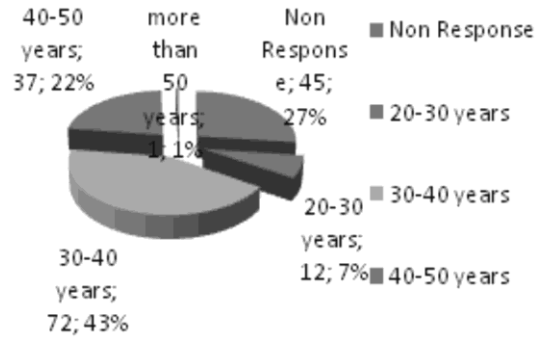


TABLE 4: ANALYSIS OF DESIGNATION OF RESPONDENTS

		Frequency	Percent	Cumulative Percent
Valid	0	33	19.8	19.8
	1	58	34.7	54.5
	2	69	41.3	95.8
	3	06	03.6	99.4
	4	01	00.6	100.0
	Total	167	100.0	

Source: Collected and Analyzed (using SPSS software) from Questionnaire for respondents

CHART 4: DESIGNATION OF RESPONDENTS

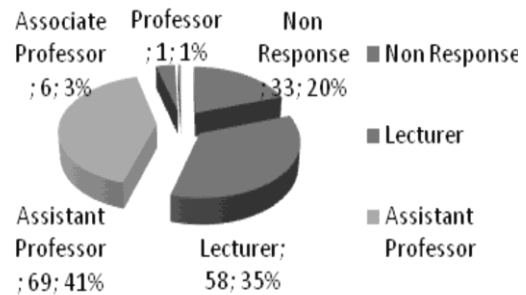


TABLE 5: ANALYSIS OF QUALIFICATION OF RESPONDENTS

		Frequency	Percent	Cumulative Percent
Valid	0	30	18	17.5
	1	54	32.3	50.3
	2	72	43.1	93.4
	3	11	06.6	100.0
	Total	167	100.0	

Source: Collected and Analyzed (using SPSS software) from Questionnaire for respondents

CHART 5: QUALIFICATION OF RESPONDENTS

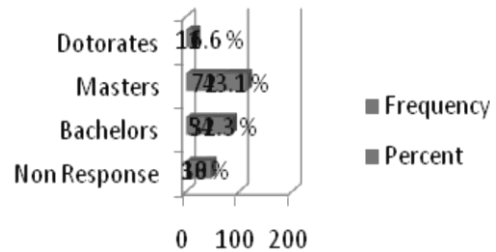
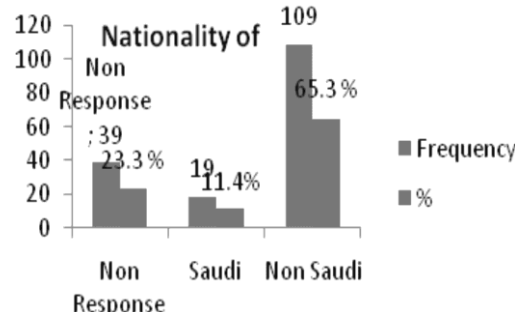


TABLE 6: ANALYSIS OF NATIONALITY OF RESPONDENTS

		Frequency	Percent	Cumulative Percent
Valid	0	39	23.3	23.3
	1	19	11.4	34.7
	2	109	65.3	100.0
	Total	167	100.0	

CHART 6: NATIONALITY OF RESPONDENTS

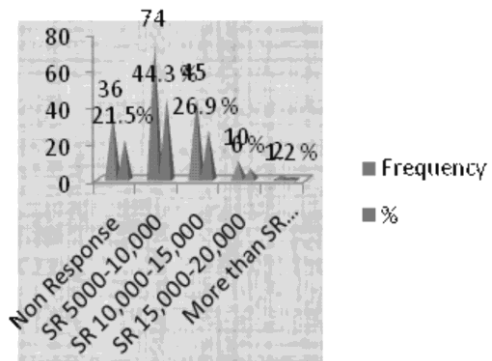


Source: Collected and Analyzed (using SPSS software) from Questionnaire for respondents

TABLE 7: ANALYSIS OF SALARY OF RESPONDENTS

		Frequency	Percent	Cumulative Percent
Valid	0	36	21.5	21.5
	1	74	44.3	65.8
	2	45	26.9	92.7
	3	10	6.0	98.8
	4	02	01.2	100.0
	Total	167	100.0	

CHART 7: SALARIES OF RESPONDENTS



Source: Collected and Analyzed (using SPSS software) from Questionnaire for respondents

TABLE 8: DESCRIPTIVE ANALYSIS OF THE VARIABLE "WORK ENVIRONMENT AND CULTURE" FOR RESPONDENTS

S. No.	Work Environment & Culture	Mean	Standard Deviation	Variance	Coefficient of Variance	Percentage of Effectiveness	Overall Rank No.	Rank	t-Value	Significance
1	Visionary leadership of University	3.640	1.161	1.348	31.898	0.728	15	4	7.061	0.000

2	Clarity of Administrative Procedures of University	3.115	1.205	1.453	38.682	0.623	36	9	1.231	0.220
3	Response of administration to your problems/suggestions	3.250	1.158	1.342	35.644	0.650	27	6	2.764	0.006
4	SAU discourages discrimination (Partisan or religious or nationality consideration)	3.189	1.261	1.590	39.538	0.637	33	7	1.920	0.057
5	Environment of university is encouraging & stimulating to work	3.140	1.182	1.397	37.644	0.628	34	8	1.519	0.131
6	People in University always act & react in ethical manner	3.725	0.955	0.912	25.632	0.745	13	3	9.730	0.000
7	You feel satisfied from your experience at SAU	3.768	1.048	1.099	27.824	0.753	11	2	9.384	0.000
8	You feel that you can gain a lot if you stay in this University	3.423	1.276	1.628	37.276	0.684	22	5	4.235	0.000
9	SAU needs to do more for employees' satisfaction	4.189	1.127	1.271	26.911	0.837	04	1	13.507	0.000
	Average	3.493	1.152	1.338	33.450	0.698	22		5.705	0.046

Source: Collected and Analyzed (using SPSS software) from Questionnaire for respondents

TABLE 9: DESCRIPTIVE ANALYSIS OF THE VARIABLE "AUTHORITY" FOR RESPONDENTS

S. No		Mean	Standard Deviation	Variance	Coefficient of Variance	Percentage of Effectiveness	Overall Rank No.	Rank No.	t-Value	Significance
	Authority									
10	Resources needed to perform the job are provided	3.109	1.238	1.534	39.825	0.621	38	5	1.135	0.258
11	Supervisor gives you enough	3.475	1.142	1.306	32.882	0.695	19	2	5.329	0.000

	authority to make decisions									
12	Supervisor tells when you are doing well & gives enough authority to carry out your work	3.493	1.159	1.344	33.175	0.698	18	1	5.457	0.000
13	If you are satisfied with timing of college	3.466	1.334	1.781	38.503	0.693	20	3	4.460	0.000
14	Academic freedom in university	3.353	1.256	1.580	37.476	0.671	23	4	3.603	0.000
	Average	3.379	1.226	1.509	36.372	0.676	23		3.996	0.052

Source: Collected and Analyzed (using SPSS software) from Questionnaire for respondents

TABLE 10: DESCRIPTIVE ANALYSIS OF THE VARIABLE "COMMUNICATION" FOR RESPONDENTS

		Mean	Standard Deviation	Variance	Coefficient of Variance	Percentage of Effectiveness	Overall Rank No.	Rank No.	t-Value	Significance
	Communication									
15	Clarity in communication of policies & procedures	3.225	1.422	1.305	44.084	0.645	30	4	2.530	0.012
16	Clarity in communication channels	3.190	1.235	1.525	38.713	0.638	32	5	1.966	0.051
17	Speedy feedback from authorities	3.109	1.208	1.460	38.858	0.621	39	6	1.163	0.246
18	Medium of communication is appropriate	3.243	1.183	1.400	36.477	0.648			2.640	0.009
19	Clarity in communication of job responsibilities	3.652	1.0543	1.112	28.866	0.730	14	1	7.925	0.000
20	Adequate communication between departments	3.506	1.059	1.123	30.220	0.701	17	2	6.117	0.000
21	You are satisfied with information technology services	3.109	1.287	1.657	41.388	0.621	40	7	1.092	0.276
22	You are comfortable to express your complain/grievances	3.091	1.202	1.446	38.891	0.618	42	8	0.974	0.331

23	You are satisfied with your current performance appraisal system	3.250	1.081	1.170	33.285	0.650	28	3	2.960	0.004
	Average	3.264	1.192	1.355	36.754	0.652	26		3.041	0.103

Source: Collected and Analyzed (using SPSS software) from Questionnaire for respondents

TABLE 11: DESCRIPTIVE ANALYSIS OF THE VARIABLE “INTERPERSONAL RELATIONSHIP” FOR RESPONDENTS

S. No.		Mean	Standard Deviation	Variance	Coefficient of Variance	Percentage of Effectiveness	Overall Rank No.	Rank No.	t-Value	Significance
	Interpersonal Relationship									
24	Your relationship with the supervisor of your department	4.195	0.925	0.857	22.072	0.839	3	3	16.529	0.000
25	Your relationship with the students	4.372	0.792	0.628	18.121	0.874	1	1	22.177	0.000
26	Your relationship with the colleagues in your department	4.317	0.812	0.660	18.812	0.863	2	2	20.768	0.000
27	Your relationship with respondents of other departments of the college	4.122	0.863	0.746	20.950	0.824	6	5	16.638	0.000
28	Cooperation you receive from colleagues of your department	4.189	0.825	0.682	19.712	0.837	5	4	18.440	0.000
	Average	4.239	0.844	0.714	19.933	0.847	3		18.910	0.000

Source: Collected and Analyzed (using SPSS software) from Questionnaire for respondents

TABLE 12: DESCRIPTIVE ANALYSIS OF THE VARIABLE “SUPERVISION” FOR RESPONDENTS

S. No.		Mean	Standard Deviation	Variance	Coefficient of Variance	Percentage of Effectiveness	Overall Rank No.	Rank No.	t-Value	Significance
	Supervision									0.000
29	Supervisor treats you fairly	4.061	1.122	1.260	27.641	0.812	7	1	12.104	0.000
30	Supervisor is	3.969	1.169	1.367	29.456	0.793	9	3	10.619	0.000

	understanding and cooperative									
31	Supervisor does a good and efficient job	4.006	1.148	1.319	28.668	0.801	8	2	11.219	0.000
32	Supervisor uses positive feedback	3.743	1.256	1.578	33.554	0.748	12	5	7.583	0.000
33	Supervisor provides a conducive atmosphere to work	3.781	1.159	1.345	30.671	0.756	10	4	8.279	0.000
	Average	3.912	1.171	1.373	29.998	0.782	9.2		9.960	0.000

Source: Collected and Analyzed (using SPSS software) from Questionnaire for respondents

TABLE 13: DESCRIPTIVE ANALYSIS OF THE VARIABLE "SALARY & BENEFITS" FOR RESPONDENTS

S. No.		Mean	Standard Deviation	Variance	Coefficient of Variance	Percentage of Effectiveness	Overall Rank No.	Rank No.	t-Value	Significance
	Salary & Benefits									
34	SAU has clear policies regarding salaries & benefits	3.006	1.354	1.833	45.033	0.601	43	2	0.600	0.952
35	Salary is fair for your responsibilities	2.960	1.289	1.663	43.564	0.592	45	4	-0.380	0.705
36	If you do good & extra work, you can make more money	2.867	1.359	1.848	47.419	0.573	46	5	-1.201	0.232
37	Your salary is lower than other universities	3.119	1.437	2.066	46.077	0.623	35	1	1.019	0.310
38	The increment you get is fair	2.673	1.373	1.886	51.369	0.534	49	6	-2.913	0.004
39	Level of facilities provided to you & family (transportation, medical, vacation etc)	2.986	1.483	2.201	49.674	0.597	44	3	-0.110	0.913
	Average	2.935	1.382	1.916	47.189	0.587	43		-0.497	0.519

Source: Collected and Analyzed (using SPSS software) from Questionnaire for respondents

TABLE 14: DESCRIPTIVE ANALYSIS OF THE VARIABLE "CAREER PATH" FOR RESPONDENTS

S. No.		Mean	Standard Deviation	Variance	Coefficient of Variance	Percentage of Effectiveness	Overall Rank No.	Rank No.	t-Value	Significance
	Career Path									
40	Feeling of job security & stability in SAU	3.106	1.327	1.762	42.737	0.621	41	5	0.981	0.328
41	University provides/ encourages to attend enough training programs which enhance your career	3.463	1.268	1.610	36.637	0.6927	21	2	4.489	0.000
42	Clarity of career path in university	3.324	1.146	1.314	34.480	0.664	25	3	3.479	0.001
43	Support to scientific research in University	3.317	1.213	1.472	36.562	0.663	26	4	3.220	0.002
44	In general you are satisfied with your job	3.609	1.083	1.173	30.007	0.7218	16	1	6.913	0.000
45	Support for conferences & seminars	2.582	1.272	1.162	49.251	0.516	50	7	-4.030	0.000
46	Support for publications	2.794	1.297	1.618	46.437	0.558	47	6	-1.944	0.054
	Average	3.171	1.229	1.444	39.444	0.634	32		1.872	0.055

Source: Collected and Analyzed (using SPSS software) from Questionnaire for respondents

TABLE 15: DESCRIPTIVE ANALYSIS OF THE VARIABLE "SAFETY & HYGIENE" FOR RESPONDENTS

S. No.		Mean	Standard Deviation	Variance	Coefficient of Variance	Percentage of Effectiveness	Overall Rank No.	Rank No.	t-Value	Significance
	Safety & Hygiene									
47	Means of Safety & security at work place	3.344	1.259	1.587	37.671	0.668	24	1	3.359	0.001
48	Cleanliness in work place	3.220	1.423	2.025	44.194	0.644	31	2	1.893	0.060
49	Availability & condition of support equipment like lights, computers,	3.112	1.431	2.047	45.968	0.622	37	3	0.967	0.335

	photocopying machine etc.)									
50	Maintenance of the available support equipment	2.740	1.415	2.003	51.495	0.549	48	4	-2.185	0.030
	Average	3.106	1.382	1.915	44.832	0.621	35		1.008	0.106

Source: Collected and Analyzed (using SPSS software) from Questionnaire for respondents

TABLE 16: DESCRIPTIVE ANALYSIS OF THE VARIABLE “COMMUNITY SERVICE & NUMBER OF UNIVERSITY COMMITTEES INVOLVED” FOR RESPONDENTS

S. No.		Mean	Standard Deviation	Variance	Coefficient of Variance	Percentage of Effectiveness	Overall Rank No.	Rank No.	t-Value	Significance
51	Participating in community service activities	1.313	0.715	0.512	54.478	0.262	51	1	-28.872	0.000
52	Number of university committees you are involved	2.093	1.222	1.495	58.402	0.418	52	2	-9.083	0.000
	Average	1.703	0.969	1.003	56.440	0.340	51		-18.977	0.000

Source: Collected and Analyzed (using SPSS software) from Questionnaire for Respondents