

# JOB SATISFACTION AMONG THE UNIVERSITY TEACHING STAFF

(A COMPARITIVE STUDY OF SRI KRISHNA DEVARAYA UNIVERSITY AND  
JNTU ANANTHAPURAMU)

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## Abstract:

This paper seeks to study the job satisfaction among university teaching staff in Sri Krishnadevaraya university and Jawaharlal Nehru technological university's in ananthapuramu (AP). The researcher used 5 point likert scale questionnaire to collect data from the sample 206 respondents. The data collected are analyzed using appropriate statistical techniques such as Arithmetic Mean, correlation, chi square. The results of the study found that majority of the university teachers agreed there no association between demographic profile and job satisfaction.

Key words: teaching staff, university, job satisfaction, demographic profile.

## 1. Introduction:

The relevance of job satisfaction and motivation are very crucial to the long-term growth of any educational system around the world. They probably rank alongside professional knowledge and skills, center competencies, educational resources and strategies as the veritable determinants of educational success and performance. Professional knowledge, skills and center competencies occur when one feels effective in one's behavior. In other words, professional knowledge, skills, and competencies can be seen when one is taking on and mastering challenging tasks directed at educational success and performance (Filak & Sheldon, 2003). The above factors are closely similar to efficacy, and, of course, it is well known that many teachers lose or fail to develop self-efficacy within educational settings (Dweck, 1999). In addition, needs satisfaction and motivation to work are very essential in the lives of teachers because they form the fundamental reason for working in life. While almost every teacher works in order to satisfy his or her needs in life, he or she constantly agitates for need satisfaction. Job satisfaction in this context is the ability of the

teaching job to meet teachers' needs and improve their job/teaching performance.

Teachers are an essential element of educational opportunity, and the lack thereof, for poor children and communities. In developing countries, Bruce Fuller's extensive reviews of school factors that raise student achievement indicate that factors such as teachers' knowledge of subject matter, verbal and math proficiency scores and, to a certain extent, formal education and post-secondary training have all tended to be associated with higher student achievement (Fuller, 1987; Fuller & Clarke, 1994). In rural China, the evidence is also available to suggest that teachers matter for student achievement: approximately one-fourth of student test score variation may be attributable to teacher differences (Park & Hannum, 2001).

In addition to having an important impact on student achievement, teachers may also play a crucial role in educational attainment. Hanushek (1995) highlights the problem of the poor efficiency of low-quality schools in developing countries. He argues that higher school quality results in lower dropout rates and that teacher quality are the most important factor contributing to overall school quality. Dropout rates would be much lower if the quality of teaching could be raised such that students perceive schooling to provide valuable skills and learning. Using data from Kenya, Lloyd, Mensch, and Clark (2000) find that teacher characteristics, in particular, teacher attitudes, have an important impact on attainment, especially for girls. Earlier work in China has shown that attributes of teachers can be significantly linked to students' attachment to the schooling process (Hannum & Park, 2003).

### **1.2 Statement of the problem**

The research problem is "Job Satisfaction among University teachers: A comparative study of Sri Krishnadevaraya University and Jawaharlal Nehru Technological university, Anantapuramu:" The study was to explore and explain job satisfaction in relation to University teachers' needs satisfaction for effectiveness. The primary purpose of the present research was to test these ideas in the education environment, using teachers' job and need satisfaction ratings as the dependent variables and teachers' background Information as the independent variables.

### **1.3 Significance of the study**

Teachers are the pillars of the society, who help students to grow to shoulder the responsibility of taking their nation ahead of others. They desire security, recognition, new experience and independence. When these needs are not fulfilled they become tense. Dissatisfaction among workers is undesirable and dangerous in any profession; it is suicidal if it occurs in the teaching profession. If factors responsible for dissatisfaction can be differentiated, attempts can be made either to change those conditions or to reduce their intensity so as to increase the holding power of the profession. This study attempts to find out which facet or dimension affects the job satisfaction of University teachers the most. The present study takes into account intrinsic and extrinsic factors to find out the level of job satisfaction and to see the effect of age, gender, marital status, education, occupation level and length of employment on the job satisfaction of

academicians. This research aims at identifying the facets affecting the job satisfaction of a teacher order of importance and accordingly suggests strategic action for creating and maintaining their job satisfaction

#### 1.4 Job Satisfaction - Historical Overview

Research shows there were no systematic attempts made to study the nature and causes of job satisfaction until the 1930s, the important role played by a worker's attitude in determining his actions in the job situation was recognized long before. The interpretations of the Hawthorne studies stressed the role of the informal work group and supervisory practices in shaping employee satisfaction and performance (Mayo, 1933, Roethlisberger and Dickens, 1939).

The term job satisfaction was brought to limelight by Hoppock (1935) published the first intensive study of job satisfaction. His results emphasized the multiplicity of factors that could affect job satisfaction, which includes fatigue, monotony, workings conditions, supervision, and achievement. (1935). He reviewed 32 studies on job satisfaction conducted prior to 1933 and observed that job satisfaction is a combination of psychological, physiological and environmental circumstances that cause a person to say, "I am satisfied with my job".

Such a description indicates the variety of variables that influence the satisfaction of the individual but tell us nothing about the nature of job satisfaction'. Perhaps, one way to define job satisfaction may be to say that it is the end feeling experienced after a task is accomplished or activity has taken whether it is highly individualistic effort of writing a book or a collective endeavor of constructing a dam. These tasks/activities could be very minute but they may be easily observable or could just be experienced.

But in all cases, they satisfy a certain need. The feeling could be positive or negative depending upon whether the need is satisfied or not and could be a function of the efforts of the Individual on one hand and on the other the situational opportunities available to him.

The human relations movement suggested that real satisfaction with the job could only be provided by allowing individuals enough responsibility and freedom to enable them to grow mentally (Herzberg, 1959).

In retrospect, three major schools of thought or historical trends can be identified concerning the factors believed to be affecting the employee job satisfaction. The physical economic school emphasized the role of the physical arrangement of work, physical working conditions, and pay; its major proponents being Taylor (1911) and most American researchers of the 1920s.

The father of scientific management, Taylor's (1911) approach to job satisfaction was based on a most pragmatic and essentially pessimistic philosophy that man is motivated by money alone and that the workers are essentially "stupid and phlegmatic" and that they would be satisfied with work if they get higher economic return from it. Over the years, we have moved away from Taylor's solely monetary approach to a more humanistic orientation. From a simple explanation based on money to a more realistic but complex approach to job satisfaction, it has come a long way.

New dimensions of knowledge are added every day and with increasing understanding of new variables and their interplay, the field of job satisfaction has become difficult to comprehend. As a result of any discussion on the topic still believes many questions unanswered.

The Human Relations School, which began in the 1930s, emphasized the role of good supervisor, cohesive work groups, and good employee-management relations. Its proponents were Elton Mayo and other industrial sociologists.

This was followed by the work itself, growth school, which emphasized the attainment of satisfaction through growth in skill, efficacy, and responsibility made possible by mentally challenging work (Locke, 1976).

In recent years, the attitude of job satisfaction has become closely associated with broader approaches to improve job design and work organization and the quality of work life movement. There are a large number of reported attempts at improving the quality of work life through participative redesign of jobs and workflow (De, 1977).

## 2. Review of literature

**Rama J.Joshi and Baldev R.Sharma (July 1997)** examined the role of job and organizational related factors on job satisfaction among managerial employees. This paper includes a brief study about job satisfaction and job factors and organizational related factors were presented. The study used multivariate analysis to arrive at results which projected 15 job and organization related variables which are positively and significantly related to managerial job satisfaction, but the study found out of 15 variable training and job content were more significant in explaining why some employees were more satisfied than others with their job. The paper also discussed definitions and past studies were also briefed.

**Charlie O. Trevor University of Wisconsin Madison (August 2001)** in his article proposed a voluntary turnover model that emphasizes job satisfaction and general availability aspects is predicting actual ease-of-movement. His study revealed, which surveyed 5,506 individuals, using survival analysis with time-dependent covariates and repeated turnover events. The study also revealed certain interesting issues like the effects of job satisfaction and the unemployment rate on voluntary turnover were moderated by education, creative ability, and occupation-specific training. The study also discussed the importance of job satisfaction in voluntary turnover, in the numerous reviews conducted by the author have concluded that job satisfaction is negatively related to voluntary turnover.

**Neelam Rai (1995)** attempted to study the impact of personality dimension on job satisfaction. She has considered three important personality dimensions such as extraversion i.e. introvert or Extravert, neuroticism (excessively emotional sensitive) and psychoticism (touch mindedness). The author considered these dimensions as they are regarded as reflecting the major variance in the personality domain and personality predisposition is projected in an individual's behavior. She hypothesized that these personality

characteristics would significantly affect job satisfaction. The results of the study indicated the existence of wide individual differences on extraversion, neuroticism and psychoticism and their differential effects on job satisfaction. The study adopted the procedure where various groups on different personality dimensions were formed and their scores on job satisfaction scale were compared to determine as to which dimension of personality showed a high relationship with job satisfaction. She used the Eysenck Personality Questionnaire (EPQ) to measure the three independent dimensions of temperament, which consisted 107 items and developed job satisfaction scale using Likert format. The study reported that there is a clear demonstration that job satisfaction is determined to a great extent by personality dimensions.

**XO Huang and Evert Van De vliert (2003)** contributed to the clear understanding that extrinsic job characteristics such as pay, job security, working conditions etc. We were closely linked and influence the job satisfaction of individuals. The study clearly indicated that link between Intrinsic job characteristic challenge, recognition etc. and job satisfaction Is stronger in richer countries extrinsic job characteristics are strongly and positively related to job satisfaction in all the countries rich or poor developing or developed countries across the different industries, Although this article concentrates more on to sought socio-economic and cultural approaches to explaining cross-cultural variation in work motivation and job satisfaction,

**Dr. P.C.Mishra (1997)** attempted to study the moderating effect of under-participation stressor variable on the relationship between job involvement and job satisfaction. The author felt the studies conducted so far did not provide consistent information regarding job involvement and its relationship to other variables. The result showed under- participant stressor does not represent an important moderating effect on job satisfaction-job involvement He suggested further research should be using variable redialing to job settings, job characteristics, and other situational variables.

**Timothy A.Judge (2002)** and others, who conducted a study linking various personality traits to overall job satisfaction. The review of their article is useful in the sense that it provides a lot of Analysis regarding linking the traits and satisfaction. The study revealed that the identified five traits of personality neuroticism, extraversion, and openness to experience, agreeableness, and conscientiousness had multiple correlations with job satisfaction.

**Rajasekhar (1991)** and others were interested to find out whether men and women commonly differ in their job satisfaction in urban locality among clerical jobs. Authors discussed the contradictory attitude about men and women held by the society that men, in general, feel that doing a good bit of job is more important than anything else like just alluding office whereas women are not these contradictory attitude held by society naturally lead to differences in their job satisfaction. The authors also considered age as an important parameter in their study as many researchers conducted till now clearly indicated that age does influence the level of job satisfaction. The authors argued that at a younger age and at an older age man are relatively free from the familial and social obligations. At a younger age, they are not quite natured enough to participate



and represent the family in social gatherings. At an older age, they would like to train the young to step into their shoes and take leadership roles. As a result of this the older people who are free from social obligations would bestow more attention to their jobs, this would lead to more job satisfaction among older group than among the younger group.

**VijayKumar G and Srinivasan P.T. (1996)** The study examines the Relationship of psychological climate dimensions with job satisfaction that identified eight psychological climate dimensions and their evaluative reactions of job satisfaction and organizational commitment. Interestingly most of the dimensions showed significant correlation with job satisfaction and commitment authority felt that thus clearly demonstrate that psychological climate as a perceptual multi-dimensional phenomenon can render towards a better understanding of a person's evaluative reaction and functioning in an organization. The eight dimensions identified by the study is autonomy, cohesion, trust, pressure, support recognition, fairness, and innovation which only reflect economy and pressure showed weak but positive relation rest all dimensions had a strong significant positive correlation.

**Venkatachalam (1996)** and others made an interesting observation in their study, The impacts of job level and job tenure on work involvement, job involvement and job satisfaction in 'different organizations. Their 2 x 3 x 3 analysis of variance revealed a significant influence of job level on work involvement and job involvement but not on job satisfaction whereas type of organization in which these employees are working is significantly influencing the satisfaction and not on work involvement and job involvement. Further it also revealed that the tenure does not show impact on work involvement job involvement and job satisfaction.

**V.S.R. Vijay Kumar (1995)** attempted to understand the relationship between perceived management styles of the organizations with the job satisfaction of the executives. This which concentration Likert's four systems of management, as it is basic to all other identified management styles, relation to job satisfaction. The results indicate significant differences among four management styles the findings of the study clearly show that the perceived management style influences, job satisfaction of executives and job satisfaction increases, when perceived management style move towards participatory this increase is visible both in job content and context factor the author identified like intermediate rather than low and high levels of quantitative job benefit demands job performance and job satisfaction using equity theory he proposed that perceptions of effort-reward fairness moderates the demand - response relationships. This article was very useful as thus study explains the job - contextual influences by examines the effect of perceptions and a lot of insight into equity theory by Adams and also the results of the reveals that personal variable age, year of experience and education yielded significant equation for work satisfaction.

**Dr.Srimannarayana (April 2001)** studied job satisfaction as a correlate of HRD climate. This study made an attempt to find out the HRD climate based on the perceptions of the employees in a small organization and tried to correlate with job satisfaction. The results of the study show that variables personal growth,

communication, compensation were predominant satisfier of employees. The overall satisfaction levels were generally low but employees felt that the organization is providing a congenial climate to work. Hence the author says that this study could not establish a relationship between job satisfaction and HRD climate.

**Christian Dormann and Dieterzapt.(2001)** They opined that it is more likely that dispositions indirectly affect job satisfaction via selection and self-selection process. He also discussed the implications for job satisfaction as a tool for organizational assessment. The author stated that the aim of the study is to demonstrate that the stability of job satisfaction may arise because of the stability in the working conditions even when job change occurs. The results of the study indicate that personality factors play an important role leading to high stabilities of job satisfaction, however, it seems likely that a substantial part of this effect operates directly on the working conditions he also says the fact that dispositional factors affect organizational variables similarly at different points in time and thus even small effects of working characteristics could be of enormous importance.

**Sunita Malhotra April (2001)** and others observed that work motivation and job anxiety have a significant effect on job satisfaction but their study conducted on Bar. Employees indicated that no significant relationship was found between ranks and job satisfaction, however, the interactive effect of work motivation and ranks significantly affected the employee's satisfaction. The authors are interested to explore the level of job satisfaction of bank employees of different ranks as a result of their work behavior like work motivation and job anxiety in light of significant contributions made by the banking industry in maintaining and Improving economy of a nation.

**Gandharva Joshi (1999)** which further strengthened my study to include, age, experience income as personal variables, in which he examined the relationship between the age, job experience monthly income, educational levels of the industrial employees of the public and private sector with their job satisfaction and job involvement and work involvement. The study aimed at investigating the relationship between job satisfaction, job involvement and work involvement he surveyed 165 public sectors and 121 private sector undertaking employees of various levels which revealed that employee's age, job experience, and monthly income were significantly associated with job involvement and work involvement whereas monthly income was significantly associated with job satisfaction. It was also found that an employee's job satisfaction and job involvement are significantly associated. Further, the results indicate that though employees work involvement and job satisfaction were not significantly related but they have an inverse relationship.

**Ira das (1994)** and others who study locus of control as a function of job satisfaction of engineers employed in public and private such concerns theirs concentrated on investigating the effect of locus of control on both internal and external locus of control and type of concern public and private sectors job satisfaction. The results indicated that engineers from private sectors concerns had significantly better job satisfaction than the engineers from public sector also the engineers with high Internal locus of control had significantly better job satisfaction in comparison to the engineers with an external locus of control. A significant

interaction effect of the high internal locus of control and type of concern was also found upon the job satisfaction of engineers.

## 2.2 Research objectives

1. To study the job satisfaction levels of faculty members of SKU and JNTUA, based on their (demographic) variables.
2. To study the correlation between job satisfaction levels of Independent factors and perceived Job satisfaction of faculty members of SKU and JNTUA,

## 2.3 Hypothesis

The following Null hypotheses are set to study the job satisfaction levels of faculties of SKU and JNTUA.

**Ho-1** There is no association between demographic profile and perceived job satisfaction of S.K. University and J.N.T.U Ananthapuramu.

**Ho-2** There is no correlation between Perceived job satisfaction and selected independent factors.

## 3. Research methodology

### 3.1 Study Area

The present study is carried out in Sri Krishnadevaraya University and Jawaharlal Nehru Technological University, Anantapuramu.

### 3.2 Participants

All respondents were full-time faculty members currently employed at Sri Krishnadevaraya University and Jawaharlal Nehru Technological University, Anantapuramu with full-time graduate/post-graduate programmes. Sri Krishnadevaraya University had a total of 115 full-time faculty members and Jawaharlal Nehru Technological University; Anantapuramu had a total of 91 full-time faculty members working at the time of conducting this survey. The survey instrument was administered to full-time faculty members of above two Universities. They are Assistant professors/ Associate professors and Professors.

### 3.3 Sampling

It was decided to select the sample which represents all the faculties and the schools that are existing in these universities. Therefore, the 31 faculties from Sri Krishnadevaraya University and 11 faculties from Jawaharlal Nehru Technological University, Anantapuramu were identified. Further, the respondents namely, Assistant professors, Associate professors and the Professors representing all the faculties and the schools were identified as the sampled units of the study. All the respondents were administered with the questionnaires. It was hoped that at least fifty percent of the faculty members from each faculty would respond to the survey instrument. A detailed picture of the sampling frame is presented in the following tables.



**Table 3.3 (a) Sampling Frame: Sri Krishnadevaraya University Faculties by Designation of Respondents**

S no	Faculty	Designation of Respondents			Total
		Professor	Associate Professor	Assistant Professor	
1	Commerce	6	0	1	7
2	Management	9	0	3	12
3	English& Comp literature	0	0	1	1
4	Telugu& Hindi literature	3	0	1	4
5	Bio-Chemistry	4	0	2	6
6	Bio-Technology	0	0	3	3
7	Law	6	0	1	7
8	Botany	4	0	1	5
9	Geography	2	0	0	2
10	Microbiology	3	0	0	3
11	Sericulture	1	0	0	1
12	Zoology	2	0	0	2
13	Chemistry	7	0	0	7
14	Computer Sci & tech	1	4	3	8
15	Electronics	0	0	1	1
16	Instrumentation & usic	3	0	0	3
17	Mathematics	3	0	0	3
18	Physics	4	0	3	7
19	Polymer science & Technology	1	0	0	1
20	Statistics	3	0	0	3
21	Physical education	0	0	1	1
22	Adult Continuing Education	0	1	0	1
23	Economics & Applied Economics	7	1	0	8

24	History	4	0	0	4
25	Library Inf &Sci	0	1	0	1
26	Political Sci & Public Admin	2	0	1	3
27	Rural Development & social work	6	0	1	7
28	Sociology	3	0	1	4
29	College Engineering &technology	0	0	0	0
30	College Pharmacy	0	0	0	0
31	College Education	0	0	0	0
		<b>84</b>	<b>7</b>	<b>24</b>	<b>115</b>

Note: (Figures in Parentheses are the actual number of respondents in each faculty. Figures without parentheses are the respondents who have provided the filled in questionnaires.)

**Table 3.3 (b) Sampling Frame: Jawaharlal Nehru Technological University, Anantapuramu, Pulivendula and Kalikiri**

S.NO	Dept	Designation of Respondents			Total
		Professor	Associate Professor	Assistant Professor	
1	CIVIL	5	2	3	10
2	EEE	7	0	8	15
3	MECH	8	0	7	15
4	ECE	4	1	6	11
5	CSE	5	3	5	13
6	CHEMICAL	3	1	4	8
7	CHEMISTRY	2	0	1	3
8	HUMANITIES	0	1	3	4
9	MATHEMATICS	2	1	3	6
10	PHYSICS	1	0	2	3

11	BIOTECH	0	0	3	3
		37	9	45	91

Note : (Figures in Parentheses are the actual number of respondents in each . Figures without parentheses are the respondents who have provided the filled in questionnaires.)

As it could be observed from the above tables, the sample size estimated is Assistant professors (24), Associate Professors (07) and Professors (84) from Sri Krishnadevaraya University and Assistant professors (45), Associate Professors (09) and Professors (37) from the Jawaharlal Nehru Technological University, to whom the structured questionnaires were administered.

### 3.4 Variables in the Study

The variables in this study are as follows

**Dependent Variable:** 1. Perceived Job satisfaction

**Independent variables.**

1. Satisfaction Towards Job Nature
2. Relations with Colleagues
3. The interest was shown by HOD in work
4. Job Security
5. Relations with HOD
6. Physical working conditions
7. Satisfaction towards Salary
8. Achievements in the work
9. Usage of Talents
10. Responsibility for job
11. Autonomy in the job
12. Technical Competence with HOD
13. Level of Promotion
14. Fairness In Authority
15. The prestige of the job
16. Freedom of Expression
17. Recognition of my work
18. The degree of Challenge in the job
19. Fringe Benefits
20. Possibility For Job Advancement

21. Involvement in Work
22. Help From Administration
23. Status of the job goes
24. Opportunity to exercise leadership
25. Participation in Decision Making
26. Procedural formalities
27. Sense of belongingness
28. Respect from the Colleagues
29. Technical facilities in the job
30. Work Load in the Job

#### 4. DATA ANALYSIS

In this chapter, an attempt has been made to present the results of the study in detail. While keeping in mind the objectives and the hypotheses formulated

**H<sub>01</sub>-there is no association between demographic profile and perceived job satisfaction of S.K.University and J.N.T.U Ananthapuramu.**

**Table 4.1 (A)** chi square values for the demographic profiles vs perceived job satisfaction among sampled universities

Demographic profiles	University	Status of hypothesis
	<b>Pearson chi square values of S.K.U respondents</b>	
Age	.182	Accepted
Gender	.337	Accepted
Designation	.447	Accepted
	<b>Pearson chi square values of J.N.T.U respondents</b>	
Age	.418	Accepted
Gender	.655	Accepted
Designation	.545	Accepted

Source: modified from SPSS output

#### Interpretation:

The above table shows that the results of chi-square analysis. The significant p-values are greater than 0.05 and hence at 5% level of significance hence the null hypothesis will be accepted.

Therefore it is concluded that there is no association between demographic profiles (Age, gender, designation) and Perceived Job satisfaction of the SK University and JNTU faculty members.

**Ho-2** There is no correlation between Perceived job satisfaction and selected independent factors.

**Table no 4. 2 (B) Correlation Analysis between Independent factors and perceived Job satisfaction**

<b>Correlation Analysis between Independent factors and perceived Job satisfaction</b>		
<b>Null Hypothesis: There is No correlation between selected Independent factor and Perceived job satisfaction</b>		
Independent Factors	p-value	Null Hypothesis
Satisfaction Towards Job Nature	.001	Rejected
Relations with Colleagues	.000	Rejected
The interest was shown by HOD in work	.000	Rejected
Job Security	.000	Rejected
Relations with HOD	.304	Accepted
Physical working conditions	.007	Accepted
Satisfaction towards Salary	.000	Rejected
Achievements in the work	.014	Accepted
usage of Talents	.037	Accepted
Responsibility for job	.006	Accepted
Autonomy in the job	.059	Accepted
Technical Competence with HOD	.007	Accepted
Level of Promotion	.000	Rejected
Fairness In Authority	.000	Rejected



The prestige of the job	.000	Rejected
Freedom of Expression	.000	Rejected
Recognition of my work	.000	Rejected
The degree of Challenge in the job	.000	Rejected
Fringe Benefits	.000	Rejected
Possibility For Job Advancement	.000	Rejected
Involvement in Work	.336	Accepted
Help From Administration	.000	Rejected
Opportunity to exercise leadership	.000	Rejected
Participation in Decision Making	.000	Rejected
procedural formalities	.000	Rejected
sense of belongingness	.000	Rejected
Respect from the Colleagues	.058	Accepted
Technical facilities in the job	1.000	Accepted
Work Load in the Job	.000	Rejected

Source: SPSS output

**Interpretation:**

The above table shows the results of correlation analysis between the Perceived Job Satisfaction and selected Independent factors ,majority of the independent factors were rejected because the p-value of correlation analysis below the 0.05 significance level. whereas the independent factors like relations with HOD, physical working conditions, achievements in the work, usage of talents, responsibility for job , autonomy in the job, technical competence with HOD, involvement in work, respect from the colleagues ,technical facilities in the job are accepted because the above mentioned independent factors are correlated to the perceived job satisfaction, the p-value of correlation analysis is greater than the 0.05 level of significance.



### 5. Conclusion

The study was conducted that in both the universities there is no association between demographic profile and satisfaction level. The results of the investigation depicts terrible picture of overall job satisfaction among college faculty. The study also identified that there is no relation between perceived job satisfaction and independent factors. The results of this study are confined to 2 universities and should not be generalised to whole industry.

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