A Study on the Rate of Professors' Satisfaction from the Administrative Performance of Herat University, Afghanistan

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Abstract

University to achieve dynamism and quality improvement needs appropriate models and tools to assess and ensure quality of the process of programs and processes related to the efficiency and effectiveness of their staffs, most importantly, their professors' satisfaction. The main objective of this research is to study the rate of Herat university professors' satisfaction from administrative performances of Herat University. This research is done in a quantitative approach in which the questionnaire is used to collect data and 107 samples are selected randomly through Cochran formula. In general, considering sub-assumptions, (lack of) "Research Opportunity" (2.6168) obtained the lowest score among all indicators followed by "Quality Assurance" (2.8816). "Job Promotion Opportunities" (3.3396), "The University Directorate" (3.2500), & "Curriculum Committee" (3.2598) have got the highest values. Based on demographic indicator, male samples are less satisfied than females. Respondents who are above 55 years old, are less satisfied than others, bachelor degrees are less satisfied than others, Pohand (academic title) are less satisfied than others, experienced are less satisfied. Finally single respondents feel less satisfaction than married. In general, the findings indicate that professors generally feel low satisfaction from administrative performance of Herat University (low=3.0961).

Keywords: Satisfaction, Professor, Herat University, performance.

INTRODUCTION

Human resources are the most trustable resources to achieve the most sufficient results in every organization. They utilize their knowledge, experiences, judgments and capacities to fulfill the organizational goals and objectives. Therefore, their role is assessed so significant in organizations (Bajpai Singh, 2017: 20). Job satisfaction of employees is considered as one of the most crucial keys in organization success. Most organizations initiate measures to promote job satisfaction among their employees and they try to ensure their commitment and hardworking through this measures (Esmaeili & Saidzadah, 2017: 1).

According to Spill-over Theory, the satisfaction of one part of life effects on the satisfaction of other parts of life (Camp,1990:278). Therefore, Professors satisfaction can be an important factor which effects their commitment toward their job, life and their society. University professor acts as one of the main elements forming university organizations, play a significant role in implementing the strategies and plans through utilizing their knowledge, skills and experiences. In fact, the professors in association with university students and officials are the stables that give meaning to the university existence philosophy. Although, it is understandable that universities are bureaucratic and governed by the organizational regulations which form relationship balance among employees with varied power, interaction among them is inevitable and the leadership needs the professors' professional consultants. In other word, while the professors own knowledge and proficiency, the leadership needs them in policy making and plan implementation and as well as need and effect assessment. On the other hand, the professors also need the support and leadership of the leading board to fulfill their training and academic goals and objectives to be motivated and succeeded. These trade-based relationships are demonstrated through written regulations and job descriptions in which both sides expect some normal and standard performances for each other. Those expectations determines the satisfaction the professors as well as the leadership (exploratory studies, interviews).

Informal data and comments present that there is a bipolar agreement on the professors' satisfaction rate among Herat University professors on administrative performances of HU by which some professors are satisfied and have a positive evaluation of HU administrative performance, but some others show disagreement with the evaluation. According to their notion, while there is not academic research done to evaluate the satisfaction using academic and trustable methods, these kinds of assessments can lead to misunderstanding. Second, based on their conceptions, there are many proofs demonstrating malfunctions in university administrative performances which cannot be unrelated to the professors' dissatisfactions. As documents shows, the professors do not perform

creatively; they do not use new and students centered methods of teaching; they do not spend enough time on researches and academic activities. Although the malfunction justified needs researches on multi-dimensions to be analyzed professionally, the existence of such notions even raise this question: How much the Herat University professors are satisfied from the administrative performances of Herat University?

Research Objective:

To study the rate of professors' satisfaction from the administrative performance of Herat University.

Research Significant

This research is really significant because the university professors and authorities are suffering from lack of trustable answers and the ambiguous responses to the above question which challenged the university strategy planning and organizational functions. In fact, the findings of the research can help the Herat University leadership deal with the problems in a more professional manner.

Literature Review

Although the researchers tried to find out the researches done on satisfaction of Herat university professors' from HU administrative performances, we could not find, so some of the studies done on the subject. Basira Tajik (2014) has studied job satisfaction through her bachelor monograph entitled "How job satisfaction is among labors of Herat Industrial Town". In Afghanistan. The research followed a qualitative approach and the finding shows that there is significance correlation between satisfactions of workers from employers and organization function.

Abdul Hadi Erfani (2014) allocated his bachelor monograph on "The Rate of Students' Satisfaction from Studying at Herat University" in Afghanistan. A quantitative approach is used to study the problem and the results show that students look to their teachers as superior. Consequently, there is strong correlation between the students' satisfaction and studying improvement (sig=0.00; phi=5.3).

Ali Raza Kaldi and Gita Askari (2003) "the job satisfaction of primary school teachers in Tehran". Survey and the questionnaire were used to collect data. The sample population included 400 primary school teachers in Tehran. The findings show that 76.5 percent of primary school teachers were satisfied or very satisfied with their job, while 9 percent were dissatisfied or very dissatisfied.The most relevant aspects of teacher job satisfaction include social service, moral values, creativity, activity, diversity and using abilities, and the least relevant aspects of teacher job satisfaction include education system policies, progress and job security. (Psychology and Educational Sciences, 2003).

Tayebe, Rahimi and Ali Mohammadzadeh (2017) "Identifying of effective factors on job dissatisfaction of primary school teachers in Bojnord city" in Iran. In this descriptive – correlation study, the population were all primary school teachers, 200 teachers were selected by the use of multistage cluster sampling. The results of this study show the importance of improper management, individual factors and lack of welfare agents as factors that have influence on job dissatisfaction of primary school teachers in Bojnord city (Iran Occupational Health, 2017).

Theoretical Frame

Satisfaction means a feeling of happiness after fulfillment of a need, or in other word, satisfaction is defined as fulfillment of expectations and conditions that come out of a social contract enacted between two persons or a person and an organization on some clarified regulations and layers. In fact, when a person is satisfied, it means her/his expectations or necessities are fulfilled (Wasif Ali, 2016:100-101). Satisfaction of the employers or authorities' performances is an aspect of job satisfaction and needs to be defined as part of job satisfaction. Though there is no theoretical consensus on definition of "Job Satisfaction", the only shared point is that job satisfaction is a reaction to work environment. In other word, job satisfaction is an emotional feeling toward one's job or work environment including superiors, coworkers and other parts of the system. There is another definition as well in which job satisfaction is considered as one's attitude about where he or she is working. It is also defined as an effect or impact that a person receives from the environment. Some researchers define the term job satisfaction as kind of evaluation a person does about his or her job (Ravari and others, 2012: 97-98).

Because of lack of theoretical data, the researchers tried to design analysis model by collecting data through exploratory interviews with university professors and the directorate employee. The results are presented in diagram 1. As it is presented, the concept "the professors' satisfaction" is formed of six dimensions: Chancellor Office, Research Committee, Quality Assurance Committee, Deputy of Students' Affairs, Academic Deputy, other parts.
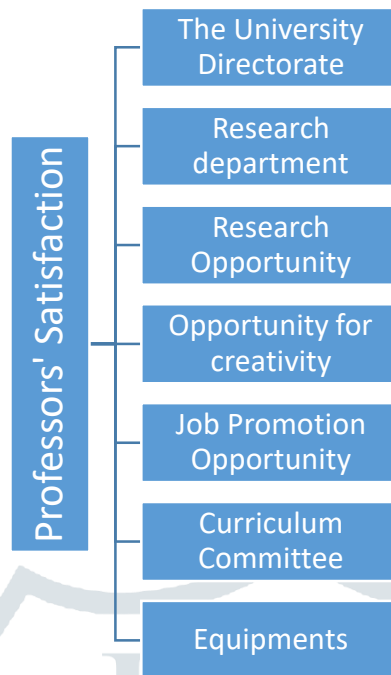
Figure 1: Analytical Model

Hypothesis

It sounds that the professors are not satisfied of the administrative performances of Herat University.

Methodology

This study is conducted in a quantitative exploratory approach with a sample size of 107 Herat University professors with a probable simple random sampling who are all permanent professors at Herat University. The questionnaire tool is used for data collection and SPSS for data analysis (Sarukhani, 1998: 155).

Reliability

The following table shows the reliability of the questionnaire, and the Alpha is 0.832 which means a high level of reliability.

Reliability Statistics	
Cronbach's Alpha	N of Items
.832	35

Table 1:Reliability

Demographic Variables

The following Chart shows the demographic indicators
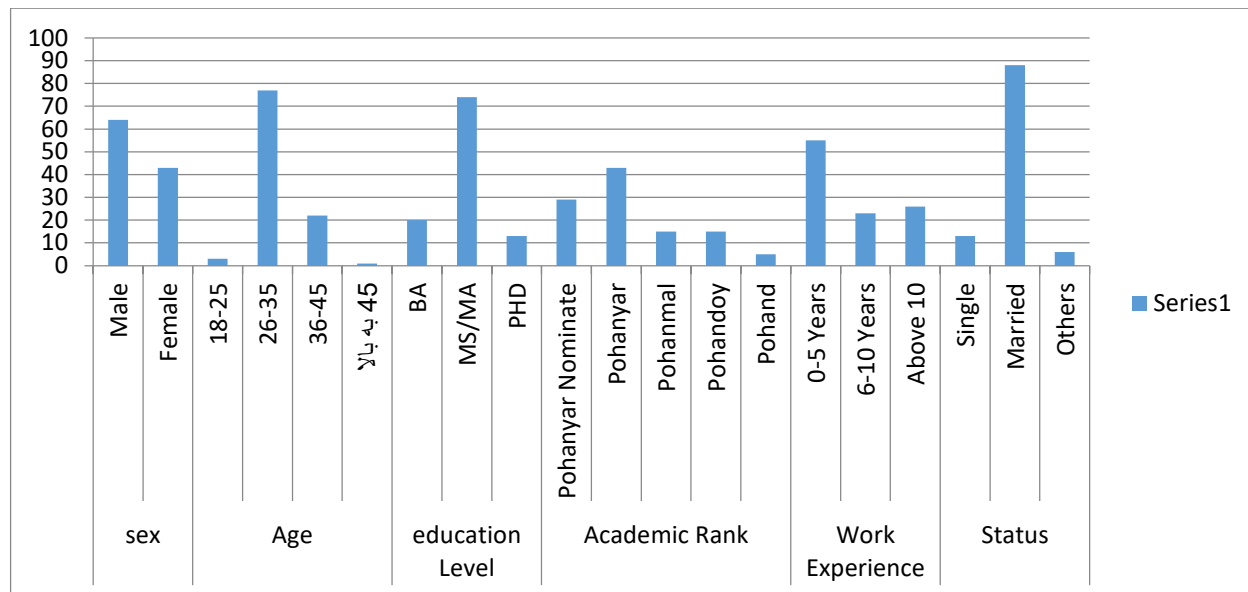
Figure 2: Demographic variables

Indicators Analysis

As it was clarified, there are eight indicators assessing the professors' satisfaction on Herat University's administrative performances: Quality Assurance Committee, The University Directorate, Research Department "Research Opportunities", and Curriculum Committee, Opportunities for Creativity, Job Promotion and Equipment.

1. Quality Assurance

This indicator is formed of three statements such that the general mean is 2.8816. Considering the way of coding (1-5), it stands at "low", and Std. Deviation scores 1.09435. Skewness value is 0.234 which means the data is lightly gathered in the left side. Kurtosis is -0.619 showing a level of diversity in the response.

Statistics		
Quality Assurance		
N	Valid	107
	Missing	0
Mean		2.8816
Std. Deviation		1.09435
Skewness		.027
Std. Error of Skewness		.234
Kurtosis		-.619
Std. Error of Kurtosis		.463

Table 2: Quality Assurance
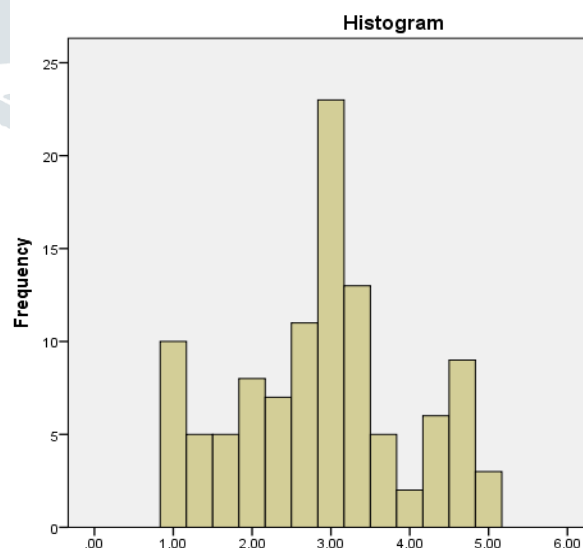
*Figure 3: Quality Assurance*

2. The University Directorate

This indicator consists of eight statements so that the general mean is 3.2500. Considering the coding path (1-5), it stands at "Low" option and the Std. deviation is 1.16352. Skewness is 2.843 which means majority of the data is compiled in right side. Kurtosis value is 12.360, which mean there is a very high level of similarity.

Statistics		
The University Directorate		
N	Valid	107
	Missing	0
Mean		3.2500
Std. Deviation		1.16352
Skewness		2.843
Std. Error of Skewness		.234
Kurtosis		12.360
Std. Error of Kurtosis		.463

Table 3:The University Directorate
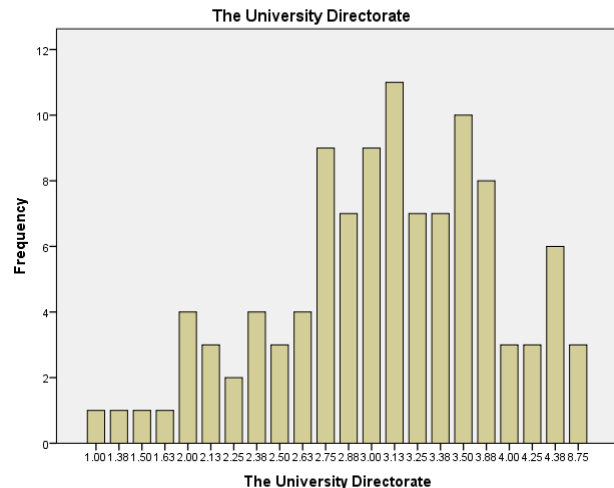
Figure 4:The University Directorate

1. Research Department

This indicator is formed of five statements, and the general mean is 3.2280, which stands at "low" option. The Std. Deviation is 1.30238. Skewness in 2.853, which means the majority of the data, is gathered near small numbers. The value of kurtosis is 12.480 that shows a very high level of similarity in the responses.

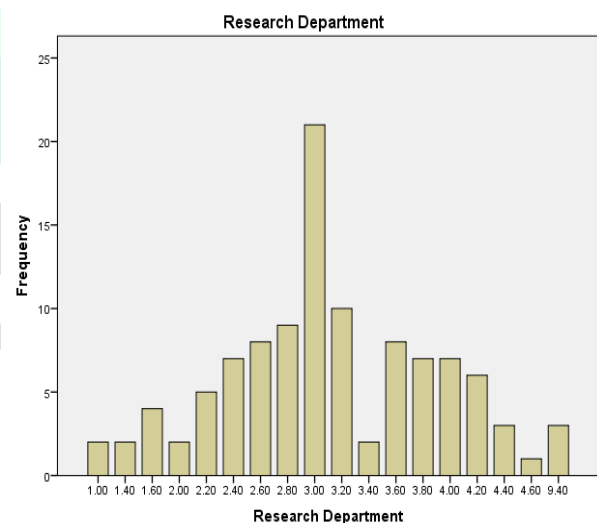| Statistics		
Research Department		
N	Valid	107
	Missing	0
Mean		3.2280
Std. Deviation		1.30238
Skewness		2.853
Std. Error of Skewness		.234
Kurtosis		12.480
Std. Error of Kurtosis		.463

Table 4:Research Department

Figure 5: Research Department

2. Research Opportunities

This indicator is formed of two statements, and the general mean is 2.6168. Considering the coding way (1-5), it stands at "low" option. Std. Deviation scores 0.93309. Skewness value is 0.398, which means the data is more compiled along small numbers. Kurtosis is -0.398, which shows a level of diversity in responses.

Statistics		
Research Opportunity		
N	Valid	107
	Missing	0
Mean		2.6168
Std. Deviation		.93309
Skewness		.398
Std. Error of Skewness		.234
Kurtosis		-.398
Std. Error of Kurtosis		.463

Table 5:Research Opportunity
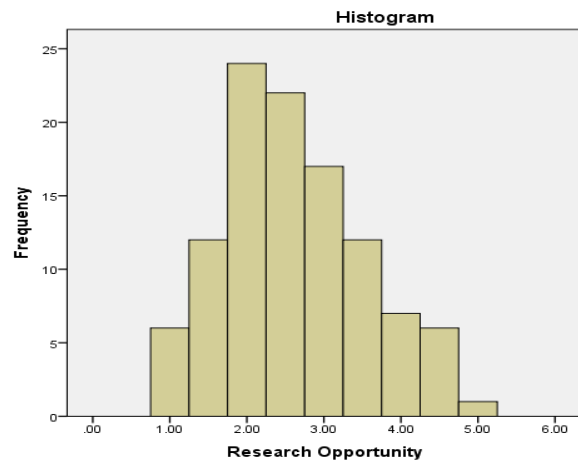
Figure 6: Research Opportunity

3. Curriculum Committee

This indicator is formed of five statements, and the general mean is 3.2598 which relatively stands at "low" option. Std. Deviation is 0.88263, and skewness values -0.25 that means majority of the data is compiled along large codes. Kurtosis value is 0.130, which shows a very low diversity in the responses.

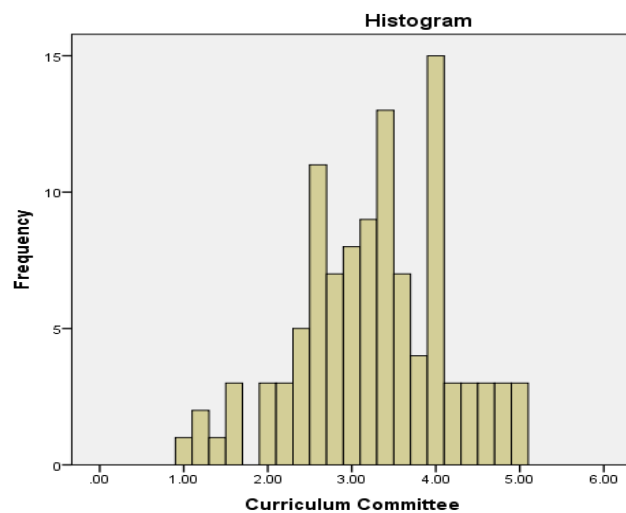| Statistics		
Curriculum Committee		
N	Valid	107
	Missing	0
Mean		3.2598
Std. Deviation		.88263
Skewness		-.251
Std. Error of Skewness		.234
Kurtosis		-.130
Std. Error of Kurtosis		.463

Table 6: Curriculum Committee

Figure 7: Curriculum Committee

4. Opportunity for Creativity

It consists of two statements, and the general mean is 3.0491, which stands at "low" option. Std. Deviation is 0.89387, and skewness scores -0.400 that means majority of responses are compiled along large codes. The kurtosis is -0.938, which shows a high level of diversity in response.

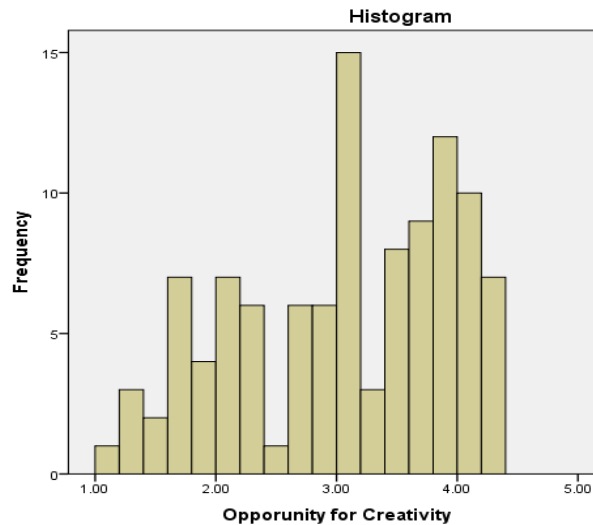| Statistics		
Opportunity for Creativity		
N	Valid	107
	Missing	0
Mean		3.0491
Std. Deviation		.89387
Skewness		-.400
Std. Error of Skewness		.234
Kurtosis		-.938
Std. Error of Kurtosis		.463

Table 7: Opportunity for Creativity

Figure 8: Opportunity for Creativity

5. Job Promotion Opportunities

This indicator is formed of six indicators, and the general mean is 3.3396, which is standing at "low" option. Std. Deviation is 1.96530, and skewness is 3.688, which means the responses are highly compiled along small options. Kurtosis is 17.318 that shows a very high level of similarity among the responses.

Statistics		
Job Promotion Opportunities		
N	Valid	106
	Missing	1
Mean		3.3396
Std. Deviation		1.96530
Skewness		3.688
Std. Error of Skewness		.235
Kurtosis		17.318
Std. Error of Kurtosis		.465

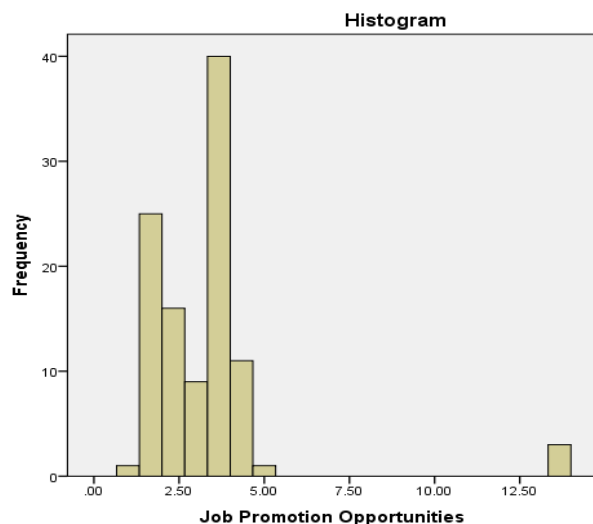Table 8: Job Promotion Opportunities

Figure 9: Job Promotion Opportunities

6. Equipment

This indicator is formed of three statements, and the general mean is 3.1604, which stands at "medium" option. Std. Deviation is 0.91574, and skewness is -0.475 that means the responses are compiled close to large numbers. Kurtosis is -0.331, which shows a level of diversity in the responses.

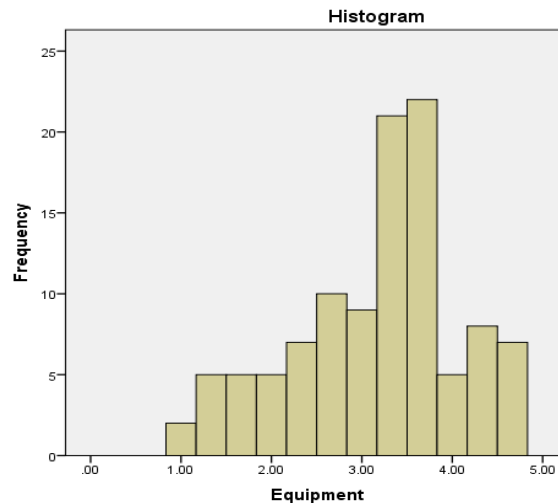| Statistics		
Equipment		
N	Valid	106
	Missing	1
Mean		3.1604
Std. Deviation		.91574
Skewness		-.475
Std. Error of Skewness		.235
Kurtosis		-.331
Std. Error of Kurtosis		.465

Table 9: Equipment

Figure 10: Equipment

Professors' Satisfaction (PSI)

This indicator consists of all the sub-indicators discussed above, and the general mean is (3.0961) which means the professors show a low satisfaction regarding administrative performances of Herat University. The Std. Deviation is 0.77465, and skewness scores 0.169 which means there is a relative tendency among the responses to be compiled along smaller codes. On the other hand, kurtosis scores -0.343 that means there is a level of diversity among the responses.

Statistics		
Professors' General Satisfaction Indicator		
N	Valid	107
	Missing	0
Mean		3.0961
Std. Deviation		.77465
Skewness		.169
Std. Error of Skewness		.234
Kurtosis		-.343
Std. Error of Kurtosis		.463

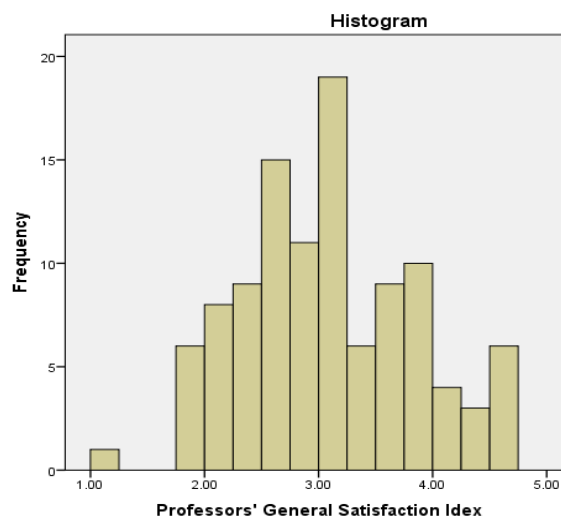Table 10: Professors' General Satisfaction Indicator

Figure 11: Professors' General Satisfaction Indicator

Compare means

In this section, the general indicator (Professor Satisfaction) will be compared with the demographical variables.

1. Sex

As the table presents, female respondents (3.2247) are lightly more satisfied than males (3.0096).

Report			
Professors' Satisfaction Indicator			
Sex	Mean	N	Std. Deviation
Male	3.0096	64	.79287
Female	3.2247	43	.73700
Total	3.0961	107	.77465

Table 11: Sex, Professors' Satisfaction Indicator

2. Age

Table (12) shows that those who are in age category "above 55" are less satisfied (2.4708) rather than those in "26-35" (3.1377). Other age categories share relative satisfaction scores (18-25= 2.9052 & 36-45= 2.9087).

Report			
Age	Mean	N	Std. Deviation
18-25	2.9052	3	.96256
26-35	3.1377	77	.81543
36-45	2.9087	22	.58863
Above 55	2.4708	1	.
Total	3.0755	103	.77349

Table 12: Age

3. Education Level

Table (13) shows that the respondents with bachelor degree score a higher (3.1432) than those with MS/MA (3.0847) and PHD (3.0883).

Report			
Education Level	Mean	N	Std. Deviation
BA	3.1430	20	.86190
MS/MA	3.0847	74	.78654
PHD	3.0883	13	.59707
Total	3.0961	107	.77465

Table 13: Education Level

4. Academic Ranking

Table (14) presents that the respondents with Pohandmal (2.6007) and Pohand academic title shows less satisfaction (2.7456). Others stand higher.

Report			
Academic Rank	Mean	N	Std. Deviation
Pohanyar/ Professor Assistant Nominee	3.0024	29	.88005
Pohanyar/ Professor Assistant	3.3028	43	.81817
Pohanmal/ Associate Professor Assistant	2.6007	15	.33944
Pohandoy/ Associate Professor	3.2965	15	.58006
Pohand/Professor	2.7456	5	.35118
Total	3.0961	107	.77465

Table 14: Academic Rank

5. Work Experience

Table (15) shows that the respondents with more than 10 years experiences are less satisfied (2.8940). Two other categories relatively share the same level of satisfaction.

Report			
Work Experience	Mean	N	Std. Deviation
0-5 Years	3.1308	55	.77600
6-10 Years	3.1897	23	.78234
Above 10 years	2.8940	26	.79565
Total	3.0846	104	.78286

Table 15: Work Experience

6. Status

Table (16) shows that single respondents are less satisfied (2.9897) than married (3.0973) and other category (3.3083).

Report			
Status	Mean	N	Std. Deviation
Single	2.9897	13	.37238
Married	3.0973	88	.81858
Others	3.3083	6	.80372
Total	3.0961	107	.77465

Table 16: Status

Conclusion

The study looked for answer to the question "how much the Herat University professors are satisfied from administrative performances of Herat University?" The findings indicate the professors generally feel low satisfaction of the directorate's performance (low=3.0961), but it relatively varies regarding the aspects of concept. The general result lightly confirms the public perception (used as basic assumption of the study) which indicates dissatisfaction of the professors. When considering sub-assumptions, (lack of) "Research Opportunity" (2.6168) obtained the lowest score among all the indicators followed by "Quality Assurance" (2.8816). "Job Promotion Opportunities" (3.3396), "The University Directorate" (3.2500), & "Curriculum Committee" (3.2598) have the highest values.

In the meantime, the study raises several questions that require further studies to be answered. The result shows that male samples are less satisfied than females. Respondents, who are above 55 years old, are less satisfied than others. The respondents with bachelor degree are less satisfied than other degrees. Respondents with Pohand (academic title) are less satisfied than others. The respondents with more than 10 years' work experiences are less satisfied. Finally, single respondents feel less satisfaction than married. All these findings pose critical questions that must be answered.

Recommendations

- According to the findings, satisfaction from university directorship is low, to deal with this challenge, it is suggested that the chancellor must let the professors to have more contribution for making decision and implementing the goals and policies as a team.

- Based on the findings, there is low satisfaction from quality assurance committee, to improve the real quality, it is purposed that the Ministry of Higher Education (MoHE) and Herat University decrease some bureaucratic activities and concentrate more to increase human resources, capacity building programs, equipment and teaching materials, scientific way of assessment, and some other financial supports.

- Based on the low satisfaction of research problem, we suggest that MoHE increase the financial contribution, making a unified standardized policy for national journals, conducting scientific research seminar and workshops, linking the universities with all government and non-government organizations to increase research opportunities, establishing online international journals.

- Curriculum development committee satisfaction is low. We suggest that the MoHE and Herat university gives more freedom of choice for professor to choose their teaching materials and courses, substituting lecture-notes to text-books, providing online and non-online libraries, providing materials based on market needs, developing psychomotor activities in the curriculums.

- Decentralizing of policies to increase professors' promotion opportunities.

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