

**Comparative Analysis of Job Satisfaction among Faculty members of Shah Abdul Latif  
University Khairpur Mirs compare with University of Sindh Jamshoro**

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**Abstract**

This research investigates the job satisfaction among faculty members A comparative analysis of University of Sindh compare with Shah Abdul Latif University Khairpur Mirs. The sample consisted of 200 teaching staff – 100 teaching staff working in Shah Abdul Latif University Khairpur Mirs and 100 faculty members working in University of Sindh Jamshoro. . The sample was drawn on random basis using Fisher and Yates random numbers. The sample for the study consisted of 40 lecturers in Shah Abdul Latif University Khairpur Mirs and 40 lecturers, in University of Sindh , 20, Assistant Professor, 20, Associate Professors, and 20 Professors in Shah Abdul Latif University Khairpur Mirs and University of Sindh-Jamshoro. The required information and data were collected from the sample respondents with the aid of questionnaires designed for the purpose and through personal interviews. A five-point scale based on Likerts summated rating scale was constructed to measure the opinions of the respondents towards various factors of job satisfaction. It was revealed that In the present study, job satisfaction is viewed as a summation of many attitudes. It is not a single unified entity but a summation of

many attitudes possessed by an employee concerning the job and other contextual factors. After careful deliberation 26 items were selected for measuring job satisfaction; the last two items are 'overall' job satisfaction items. Of the 26 items, two items were deleted as they were observed to have the least discriminating power. The co-efficient of reliability for the remaining 22 items (excluding two overall items) was computed and it is 0.84. As the co-efficient of reliability is high, the same 22 items were used for measuring job satisfaction scores in both the Universities. The last two 'overall' items were used as a check on the composite job satisfaction score based on 22 items. The teaching staff of the University of Sindh-Jamshoro is highly satisfied with their job when compared to the teaching staff in Shah Abdul Latif University Khairpur Mirs. The mean job satisfaction scores between the two universities was compared and the null hypothesis that the mean job satisfaction score of the teaching staff in University of Sindh-Jamshoro, is less than or equal to the mean job satisfaction score of the teaching staff in Shah Abdul Latif University Khairpur Mirs was tested by using the 't' test. The results of computation revealed that the observed 't' value is 7.1 and it exceeds 2.33, the critical value of 't' at one per cent level. So the null hypothesis is rejected and the alternative hypothesis that means job satisfaction score of the teaching staff in University of Sindh-Jamshoro is higher than that in Shah Abdul Latif University Khairpur Mirs is accepted.

Key words: Job Satisfaction, Faculty Members, Comparative Analysis

## **Introduction:**

Job satisfaction is an interesting concept which has received much attention in the past and deserves to receive more in the future. The recent interest in studying job satisfaction is particularly guided by the rising concern for improved quality of working life. There is an increasing acceptance of the view that material possessions and economic growth do not necessarily produce a high quality of life. Instead, it is partly the outcome of affective reactions that people experience, which is not always tied to economic or material accomplishments. Job satisfaction is one measure of the quality of life in organizations. It is a complex phenomenon of immense importance.

Job satisfaction among teachers in the university is necessary for effectively and properly making use of the large resources poured in directly and indirectly through HEC ( Higher Education Commission) Islamabad and Government and for rendering maximum service to the society through building up of future human resources of the nation. Job satisfaction and dissatisfaction are functions of the perceived relationship between what one expects and obtains from one's job and how much importance or value one attributes to it. When people get what they aspire for, work will be regarded as a source of pleasure and satisfaction.

Luthans (1989) argues that job satisfaction is a pleasurable, or positive, emotional state resulting from the appraisal of one's job, or job experience, and is the result of the employee's perception of how well his/her job provides those things which are viewed by them as important. Locke (1976) states that job satisfaction is really a collection of attitudes about specific facets of the job. Employees can be satisfied with some aspects of the job while simultaneously being dissatisfied with others. Overall job satisfaction is a combination of the person's feeling towards the different facets of job satisfaction. Studies in the area of job satisfaction as an important and

popular research topic started decades ago. Several studies have been made on job satisfaction and its managerial implications of industrial workers. But such studies regarding the service organizations like universities are few. Identification of the underlying sources of job satisfaction has been the subject matter of a good number of studies. A large number of research studies have established that job satisfaction is derived from and caused by a number of interrelated factors. The present study aims at finding out the underlying sources and levels of job satisfaction of the teaching staff in the universities.

Pelz (1949) observed that the attitude towards management and supervisors exercised significant influence on job attitudes. Pestonjee (1973) found that a democratic organizational structure is conducive to higher morale and job satisfaction. Singhal (1973) concluded that the three types of factors—personal factors, organizational factors and situational factors interacted and influenced each other, and did exercise a significant influence on job satisfaction index. The study conducted by Arya (1984) revealed that education, training, worker's participation in the bipartite committees had a positive influence over work satisfaction whereas militancy had a negative influence over work satisfaction. Pritpal Kaur (1984) carried out an investigation in a university with a view to bring to the surface some of the conditions which ensure job satisfaction and place the conditions in content or context of the job categorically. The study rejected the overall importance of content factors and stressed more on context factors.

The study conducted by Dhar and Jain (1992) explored the nature of relationship between job satisfaction and job involvement. An important finding of the study was that job involvement and job satisfaction are positive correlates which implies that involvement in job increases with job satisfaction and vice-versa. Foles, Driskell, Muller and Salas (2000), by a meta-analytic integration of research evidence, revealed that there is, in general, a significant, but small, tendency for groups experiencing democratic leadership to be more satisfied than groups experiencing autocratic leadership. The findings of Jonge, Dollard, Dormann and Le Blance (2000) provided empirical support for the view that high strain jobs (high demand, low control) are conducive to ill health (i.e. emotional exhaustion, psychosomatic health complaints, et al). Further active jobs (high demands, high control) give rise to positive outcomes (i.e. job challenge, job satisfaction). The study conducted by Deepak Srivastava, Umesh Holani, & Naval Bajpai (2005) concluded that changes in leadership and the work environment that took place in the post reform era have improved job satisfaction levels of public sector employees. Professional leadership has shifted the importance to employee performance and better performance is being rewarded thereby contributing to job satisfaction.

### **Objectives of the Study**

The following were the objectives of the study:

1. To undertake comparative study of job satisfaction of the faculty members of the two universities.
2. To examine the relation between faculty needs and job satisfaction.
3. To find out if there is a difference between the levels of job satisfaction of the teaching staff in two different Universities.
4. To find the causes of job satisfaction and job dissatisfaction among the university teaching staff.

5. To study the impact of certain personal variables such as age, sex, marital status, length of service, designation, etc. on job satisfaction of the teaching staff.

## **Hypotheses**

The following hypotheses were formulated in the present study:

1. There is no relation between needs fulfillment and job satisfaction of the teaching staff.
2. There is no significant difference between the levels of job satisfaction of the teaching staff in the two universities.
3. Job satisfaction among the faculty members of University of Sindh is higher than SALU-Khairpur Mirs.
4. Job satisfaction is independent of personal variables such as age, sex, length of service, etc.

## **Methodology**

### **Sampling Design**

There are about 58 Universities and degree awarding institutes in Pakistan. In Sindh province nearly 18 universities are government/public universities. The current research focuses on the job satisfaction between two Universities Shah Abdul Latif University Khairpur Mirs compared with University of Sindh Jamshoro. Shah Abdul Latif University is located in Khairpur District and about 20 K.M in distance from Sukkur city and University of Sindh is located in Jamshoro district and about 10 K.M from Hyderabad city. So in order to facilitate comparison, these two Universities were chosen. The sample consisted of 200 teaching staff – 100 teaching staff working in Shah Abdul Latif University Khairpur Mirs and 100 faculty members working in University of Sindh Jamshoro. The sample was drawn on random basis using Fisher and Yates random numbers. The sample for the study consisted of 40 lecturers in Shah Abdul Latif University Khairpur Mirs and 40 lecturers, in University of Sindh, 20, Assistant Professors, 20, Associate Professors, and 20 Professors in Shah Abdul Latif University Khairpur Mirs and University of Sindh-Jamshoro.

### **Data Collection**

The required data were collected from the sample respondents with the aid of questionnaires designed for the purpose and through personal interviews. A five-point scale based on Likert's summated rating scale was constructed to measure the opinions of the respondents towards various factors of job satisfaction.

### **Statistical Tools Used**

The data collected were analyzed using the following statistical tools:

1. Correlation
2. Regression Analysis
3. Co-efficient of Reliability
4. Student's 't' - test
5. Chi-square test
6. Arithmetic mean and median.

## Results and Discussion

In the present study, job satisfaction is viewed as a summation of many attitudes. It is not a single unified entity but a summation of many attitudes possessed by an employee concerning the job and other contextual factors. The coefficient of correlation between the 'composite' job satisfaction scores based on 22 items and 'overall' job satisfaction scores based on two items was computed. Coefficient of correlation ( $r$ ) is 0.41 for the University of Sindh and 0.60 for SALU-Khairpur and both  $r$ -values are significant at five per cent level. Thus the overall items of job satisfaction lend support and validate the composite job satisfaction scores based on 22 items.

## Comparison analysis of teaching staff of Two Universities

The teaching staff of The University of Sindh-Jamshoro seemed to be highly satisfied with their job when compared with the teaching staff in Shah Abdul Latif University Khairpur Mirs. The mean job satisfaction scores between the two universities was compared and the null hypothesis that the mean job satisfaction score of the teaching staff in University of Sindh-Jamshoro is less than to the mean job satisfaction score of the teaching staff in Shah Abdul Latif University Khairpur Mirs was tested by using the 't' test. The results of computation revealed that the observed 't' value is 7.1 and it exceeds 2.33, the critical value of 't' at one per cent level. So the null hypothesis is rejected and the alternative hypothesis that means job satisfaction score of the teaching staff in University of Sindh-Jamshoro is higher than that in Shah Abdul Latif University Khairpur Mirs is accepted. The faculty members of University of Sindh appeared to be more satisfied because due to the factors which includes the age of the University, quality of education, job market as well as environment because Jamshoro is the education city.

**Table.1 Job Satisfaction Score**

S. No	Item	University of Sindh		Shah Abdul Latif University Khairpur	
		Total Score	Rank	Total Score	Rank
1	Salary	380	9.0	301	8.0
2	Job Security	430	2.0	389	4.5
3	Nature of work	389	7.0	351	0.9
4	Work load	391	6.0	377	7.0
5	Relationship with colleagues	379	9.0	379	6.0
6	Meaningful work	422	3.0	396	2.0
7	Freedom in doing the job	430	1.0	389	4.5
8	Challenging job	420	4.0	373	8.0

9	Recognition for work	350	15.0	300	14.0
10	Management policies	290	19.5	271	19.0
11	Management attitude towards Work	399	18.0	290	16.0
12	Dignity and Respect	430	5.0	409	1.0
13	Promotional opportunities	290	22.0	289	17.0
14	Work environment	389	8.0	331	1.0
15	Library and laboratory Facilities	356	16.0	225	22.0
16	Equipment and other Facilities	365	17.0	251	20.0
17	Pension and other benefits	350	14.0	309	13.0
18	Opportunities for growth and self-fulfillment	355	12.0	327	11.0
19	Medical and educational Facilities	360	11.0	280	18.0
20	Housing facilities	290	19.5	326	12.0
21	sense of achievement	365	13.0	292	15.0
22	Transport and marketing Facilities	260	21.0	245	21

### Job Satisfaction Score – Factor Wise

The scores of factors of job satisfaction of the teaching staff and their ranks in two universities are presented in Table-1. In University of Sindh Jamshoro, the teaching staff are most satisfied in terms of freedom of doing job and least satisfied in promotional opportunities. While teaching staff of Shah Abdul Latif University Khairpur are the most satisfied with dignity and respect provided by the job.

**Table-2.Dimensions of Job Satisfaction**

Dimensions	University of Sindh			Shah Abdul Latif University Khairpur		
	Total Score	Total Score	Rank	Total Score	Total Score	Rank
Nature of Job	2024	404.8	1	1886	377.2	2
Benefits from the job	2069	344.83	3	2016	336.09	3
Managerial aspects	1361	340.25	4	1250	312.5	2
Social relations	745	372.5	2	710	355	5
Facilities	1556	311.2	5	1327	265.4	5

### 2. Dimension of Job Satisfaction

The 22 factors are grouped into five dimensions, the nature of the job benefits from the job, managerial aspects, social relation, and facilities. The scores of dimension of job satisfaction are depicted in table-2. The faculty members of University of Sindh are most satisfied in nature of

doing job, benefits from the job. The faculty members of Shah Abdul Latif University are most satisfied in making social relations.

Table-3-Ranking Factor of Job Satisfaction

Factors	Ranks	
	University of Sindh	SALU-Khairpur
Freedom in doing the job	1	3
Scope for self-improvement	2	5
Meaningful work	3	4
Recognition for work	4	
Job security	5	2
Challenging nature of job	6	7

The factors of job satisfaction and dissatisfaction is presented in Table-3 and 4,

After analyzing the responses of the teaching staff. Eight important job satisfaction and dissatisfaction have been identified. The major factors causing job satisfaction to the teaching staff of the University of Sindh Jamshoro in doing the job and scope for self improvement, while income and job security are the main factors causing job satisfaction to the teaching staff to the faculty members of Shah Abdul Latif University Khairpur Mirs. The major factor causing job dissatisfaction is bureaucratic rules, no recognition of work and interfering administration.

Table-4.Ranking of Factors of Job Satisfaction

Factors	Ranks	
	University of Sindh	SALU-Khairpur
Bureaucratic Rules	1	5
No recognition of work	1	4
Interfering Administration	3	3
Routine work	2	4
No team Work	3	5
Excessive control of Chairman's	4	5
No reward for researchers		

Where as no recognition of work was one of the cause that few faculty members leave the job and got immigration to Canada and other countries. The other factors that might causes dissatisfaction among faculty members are bad working conditions and routine work.

Table-5-Relationship between job satisfaction and Socio Economic Variables by using Chi-Square test

Factors	Chi-Squire Test	
	University of Sindh	SALU-Khairpur
Bureaucratic Rules	1	5
Sex and Job Satisfaction	1.33	0.65
Marital Status and Job Satisfaction	0.17	0.11
Family size and job satisfaction	1.22	1.67
Age and Job satisfaction	18.99	1.56
Designation and Job satisfaction	11.33	10.55
Length and job satisfaction	4.55	0.65

The relationship between socio-economic and job related variables – and job satisfaction of the teaching staff. The socio-economic and job related variables selected for the purpose of the study are: age, sex, marital status, designation, length of service, family income, size of the family. The relation between each variable and job satisfaction of the teaching staff was examined using chi-square test. The chi-square values are portrayed in table 5. In case of the variables sex, marital status, family income, size of the family, there was no evidence to reject the null hypothesis of no relation between those variables and job satisfaction. But in the case of age and length of service, in relation to job satisfaction,  $X^2$  is significant for each variable in University of Sindh but not for S.ALU. Only in the case of one variable, designation of staff, the relation between the variable and job satisfaction is found to be significant in both the universities.

The faculty of both the universities expressed the view that the quality of universities is going down due to the entry of regionalism, casteism and politics in the university set-up. They feel that the university should be entirely free from outside interference and should have the dignity of an autonomous self-governing institution. Some of them opined that the institutions and their working conditions had undergone many changes in the recent times. The jobs have become more demanding and workloads were thought to have increased. The pressure to conduct research and publish findings had increased over the last few years. But some of the teaching staff in S.ALU stated that they had insufficient opportunities and lacked the necessary support to conduct high quality research.

The teaching staff of both the universities was of the opinion that one of the main factors affecting job satisfaction is good environment which mainly depends upon the student community – their behavior, regularity to the classes, their interest in studies, etc. If students show real interest in studies, then the staff will be motivated to prepare well for teaching and they can perform their job well thereby gaining satisfaction. The role of the teacher is extremely crucial in the context of education being the best instrument of change and nation building. To play their role more effectively, the teacher faces a greater challenge today than at any time in history. As an interpreter, the teacher has to place new knowledge and new experience within the context of what is already known and understood by the students. In order to be a good mediator, he has to understand a great deal about the way in which people at various ages and stages of



development perceive the world around them. As a guide, he has to teach the student 'how to learn' rather than stuff his mind with factual information.

## **Conclusion**

The faculty of both the universities expressed their views that the quality of universities is going down due to the factors of regionalism, casteism and politics among the university teachers. They feel that the university should be entirely free from outside interference and should have the dignity of an autonomous self-governing institution. Some of them opined that the institutions and their working conditions had undergone many changes in the recent times. If service is taken as a mark of profession then teaching profession could be rated as one of the most important professions since its social value lies in its significant contribution to the betterment of people and society at large. Nothing is more important than securing a sufficient supply of high quality recruits to the teaching profession, providing them with the best possible professional preparation and providing satisfactory conditions of work in which they can be fully satisfied. The faculty members of University of Sindh appeared to be more satisfied than the counterparts in the Shah Abdul Latif University Khairpur Mirs, due to the factors which include the age of the University, quality of education, and climatic conditions, job market as well as environment of Jamshoro which has emerged as city of education.

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