

Facilities Availability and its Effect on Job Satisfaction among Central University Academics of North-East India

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The present study aims to measure the job satisfaction among academicians working in the central universities of North-East India. The study aims to evaluate various facilities available in the North Eastern part of India along with that of the facilities available in the Central University campuses and its corresponding effect on the job satisfaction among academicians. In this research, 478 academicians from 9 Central Universities of North-East India drawn from 3 disciplines (Science, Humanities & Social Science) and all the cadres (Assistant Professor stage 1, 2, 3; Associate Professor as well as Professors) were taken as respondents and their responses examined. The obtained data were analyzed based on the descriptive statistics using SPSS software. Regression analysis has been used to find out the relationship between job satisfaction of academicians working in the Universities and the facilities or amenities available in the North-East region of the country. The study revealed that home town in North-East region does not necessarily contribute in any way to the satisfactory work life of the faculty members whose permanent residence is within the North-East region of the country. It was also found from the study that there is a positive and significant relationship between job satisfaction of academicians with the available facilities in the North-East region and available facilities in the University campuses.

Keywords: Academicians, North East India, Central Universities, Job Satisfaction.

INTRODUCTION

Job satisfaction is one of the most widely discussed issues in organizational behavior, personnel and human resource management and organizational management. Different research studies have emphasized that the dream of quality of teaching at University level cannot materialize without a satisfied and highly motivated workforce in the cap of a 'teacher'. That is why efforts are being made all over the globe to provide a conducive, peaceful and healthy work environment along with other economic benefits to the University teachers to

increase their level of job satisfaction. Number of academicians tried to explore the contributing factors of job satisfaction in university settings such as; job accountability, perceived identification, professional progression, work pleasure and enjoying the sense of empowerment (Hansen & Hansen, 1987; Kalleberg, 1977)

As teaching does require a great deal of thoroughness and commitment, so in teaching it is more important to have mental commitment and loyalty than physical presence. Teachers' job satisfaction is a multifaceted phenomenon that is critical to absenteeism and turnover (Locke & Latham, 2000), commitment (Saif-ud-Din & Nawaz, 2010), and school effectiveness (Sharma & Jyoti, 2006).

A comprehensive study on this aspect of a teacher as a 'workforce' is very important, more so in respect of higher education which

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is rarely looked upon by social scientists. In the present age of globalization where many highly paid other jobs are available, it is pertinent to find out the reason for teachers' satisfaction or dissatisfaction on his/her job.

Review of Literature

With a view to draw the backdrop of the present study, few literatures were reviewed. Brayfield & Rothe (1951) defined job satisfaction as "feeling or affective state that employees have towards their Job". Herzberg et al., (1959, 1987) posited the view that job satisfaction is not a unidimensional concept, but rather that work-related variables which contribute to job satisfaction are separate and distinct from those factors which contribute to job dissatisfaction. Job satisfaction has been defined as "feelings or affective responses to facets of the (workplace) situation" (Smith et, al., 1969). More recently, researchers have acknowledged that job satisfaction is a phenomenon best described as having both cognitive (thoughts) and affective (feelings) character. Job satisfaction has been defined by Locke et, al., (1976), as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Job satisfaction has been considered as a component of organizational commitment (Kovach, 1977; Spector, 1997). For them, job satisfaction "can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job". There is some evidence in the literature that state moods are related to overall job satisfaction (Roberson, 1989). Positive and negative emotions were also found to be significantly related to overall job satisfaction (Fisher, 2000). The two most common categories of job satisfaction are enlisted as structural and dispositional model; structural model explains that the worker's attitudes reflect the structure of the workplace (Kalleberg, 1977). The dispositional model focuses on individual's characteristics for adjusting to organizational environment; however, the model explains that job satisfaction will be

achieved by an employee through personal attitude, experiences, and values. Job satisfaction characteristics are listed in the model such as: job content, organizational structure, rewards, and promotional opportunities (Fraser & Hodge, 2000). The determinants of job satisfaction interaction along with personal attitudes such as workplace characteristics were studied as well (Morris & Villemez, 1992).

In a study of the relationship between the perceived tendency to stay with or leave the University service of junior workers' job satisfaction, motivation and productivity, Ajayi (1985) discovered that there were more junior workers who want to leave the University service than those who want to stay and there was no significant relationship between voluntary turnover and satisfaction or dissatisfaction with pay. Manger & Eikeland (1990) also examined factors that impact on academics' intentions to leave the University, and found that relations with colleagues were the largest predictor of intention to leave. They also found that general job satisfaction was a further strong predictor of intention to leave. In short, academics who found their work less intrinsically satisfying than others, more commonly intended to leave the university. Salary or economic resources as such did not appear to influence intentions to stay or go. Such studies indicate that the "climate" or "culture" of the environment in which academics work has a large influence on their feelings of satisfaction with the job as a whole, and their commitment to stay in the job rather than seeking to fulfill intrinsic needs elsewhere.

In general, there is a consensus among the researchers in this field regarding the motivation and the work-related factors that account for the academics' job satisfaction. However, the empirical data concerning the impact of demographic, institutional and personal factors on their job satisfaction are very confusing. The relative findings vary as to which of these factors (e.g., gender, ethnicity, job achievement, nature of work, salary, collegial relationships, rank

and tenure) affect the level of job satisfaction of academics. The fact that the number of the relative studies is limited makes it harder to draw solid conclusions (Oshagbemi, 2003). On the other hand, empirical findings have shown that the academics are less satisfied with their financial rewards, their promotion and tenure matters (lack of meritocracy, incomplete or ambivalent evaluating criteria, etc.) but also their work conditions (Ambrose, Huston & Norman, 2005; Lacy & Sheehan, 1997; Ssesanga & Garrett, 2005; Ward & Sloane, 2000).

Universities must provide competitive levels of work environment conducive to faculty needs in order to attain faculty commitment. This can only be achieved if universities emphasize continuous improvement and identify mechanisms for quality improvement (Chen et al., 2006).

From the forgoing literature, a general overview could be drawn on the various gamut of job satisfaction pertaining to University academics. Among other important factors on job satisfaction, facilities availability and its effect on job satisfaction has not been effectively touched as evident from the reviews. The present study aims to measure the job satisfaction among academicians working in the Central Universities of North-East India. The study aims to evaluate various facilities available in the North Eastern part of India along with that of the facilities available in the Central University campuses and its corresponding effect on the job satisfaction among academicians.

OBJECTIVES OF THE STUDY

The study aims to find the following objectives:

1. To evaluate unique factors specific to North-East India and its influence on the job satisfaction among academics.
2. To analyze the facilities available in the Central University campuses and North-East

India and its corresponding effect on the job satisfaction of academics.

RESEARCH METHODOLOGY

Sources of Data

Both primary and secondary data have been used for this study. To collect primary data a structured questionnaire was designed in the light of the objectives of the study. Faculty members from different cadres of the Central Universities of North Eastern states have been requested to fill the questionnaire. Secondary data were collected with the purpose of having conceptual knowledge about the job satisfaction and related aspects. Secondary data were collected from the newspaper articles, journals, and website of the ministry of human resource development department of India.

Research Area

The research area will be the nine (9) Central Universities (CUs) of North Eastern States of India offering courses on three disciplines, viz., Sciences, Humanities and Social Sciences.

Population and Sample size

The population of the study consist of all the tenured academics (1589) in nine (9) CUs of North-Eastern States of India in the capacity as Professors, Associate Professors and Assistant Professors (Data as on March, 2016).

The sample units for the study are 478 faculty members drawn via multi-staged sampling frame. In the first stage, identification and categorisation of the various departments within the three disciplines, viz., Sciences, Humanities and Social Sciences across the 9 CUs has been made. In the second stage, the total numbers of cadres, viz., Assistant Professors, Associate Professors and Professors have been identified across the three disciplines. Finally, a random sample (n=30%, i.e., 478 academics) have been

derived from each of the disciplines across different cadres from 9 CUs.

Hypothesis framed

H_0 : There is no significant relationship between job satisfaction of academicians and facilities or amenities available in the Central University campuses of North-East India.

Technique for Analysis

Regression analysis has been used to measure the impact of various facilities available in the North Eastern part of the country and facilities available in the various University Campuses and its corresponding effect on the job satisfaction among academics.

Dependent variable: Job satisfaction of academics

Independent variables: Facilities in North Eastern region and facilities in University campuses of North Eastern region.

$$JS = \alpha + \beta_1. Faci_R + \epsilon$$

$$JS = \alpha + \beta_1. Faci_UC + \epsilon$$

Where; JS = Job satisfaction and Faci_R = Facilities and amenities available in the North Eastern region and Faci_UC = Facilities and amenities available in the University campuses of North Eastern region.

Data Analysis

This section deals with the detailed analysis of primary data using graphs, tabular and regression methods with the help of SPSS software.

Interpretation

It can be interpreted from the Table 1 that majority of the respondents home town belong to North East region which is 82 percent while only 18 percent of the respondents belong to other parts of the country namely; Maharashtra,

TABLE 1
Residence of Academics within North-East and outside

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	392	82.0	82.0	82.0
	No	86	18.0	18.0	100.0
	Total	478	100.0	100.0	

Source: Tabulated data from Primary survey

Uttar Pradesh, Odisha, Kolkata, Bihar, Delhi and Madhya Pradesh. Thus it can be said that the results of the study is highly reliable as the majority of the respondents are from North-East region and they are well aware about the current conditions, academic environment, law and order situation and other things in comparison to the respondents who do not belong to North East region.

TABLE 2
Frequency of Visit to Home Town

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Once in a year	24	5.0	5.0	5.0
	Twice in a year	56	11.7	11.7	16.7
	During Vacation break	99	20.7	20.7	37.4
	During festival time	127	26.6	26.6	64.0
	In the past many years, didn't get chance	172	36.0	36.0	100.0
	Total	478	100.0	100.0	

Source: Tabulated data from Primary survey

Interpretation

Table 2 shows the frequency of visit by the faculty members to their home town from North-East India. It can be interpreted from the Table 2 that majority of the respondents i.e. 36

per cent, did not get a chance to go to their home town from last so many years. Only 5 per cent of the total respondents get a chance to visit their home town once in a year, and 12 per cent of the total respondents get a chance to visit their home town twice in a year. 20 per cent of the total respondents visited their home town only during vacation break and 27 per cent of the total respondents visit their home town during festival time. Thus, it can be said that faculty members who are working in the North East region of the country rarely get a chance to visit their home town.

TABLE 3
Home town Advantage to Job Satisfaction

		Fre- quency	Per- cent	Valid Percent	Cumulative Percent
Valid	Very Low	148	31.0	31.0	31.0
	Low	129	27.0	27.0	57.9
	No Effect	58	12.1	12.1	70.1
	Much	140	29.3	29.3	99.4
	Very Much	3	.6	.6	100.0
	Total	478	100.0	100.0	

Source: Tabulated data from Primary survey

Interpretation

The respondents were asked to opine about the home advantage on account of their residence in North East region of the country. It can be interpreted from Table 3 that majority of the respondents i.e. 31 per cent have an opinion that the home town advantage to the faculty members is very low while 29 percent of the total respondents have an opinion that the home town advantage to the faculty members is high. 12 per cent of the total respondents are having an opinion that there is no effect on the working of faculty members on account of their home town within North East region. Thus it can be said that home town in North East region do not contribute in any way to the work-life or job satisfaction of the faculty members.

TABLE 4
“Bandh Culture” affecting Academic Work Life

		Frequen- cy	Per- cent	Valid Percent	Cumulative Percent
Valid	Very Low	88	18.4	18.4	18.4
	Low	41	8.6	8.6	27.0
	No Effect	184	38.5	38.5	65.5
	Much	17	3.6	3.6	69.0
	Very Much	148	31.0	31.0	100.0
	Total	478	100.0	100.0	

Source: Tabulated data from Primary survey

Interpretation

Table 4 shows the effect of Bandh Culture on the work-life of faculty members in the North-East region of the country. It can be interpreted from the Table 4 that majority (38.5 per cent) of the respondents have an opinion that there is no effect of bandh culture on the work-life of the faculty members while 31 per cent of the total respondents have an opinion that bandh culture do have a very high effect on the work life of the faculty members. 19 per cent of the total respondents have an opinion that the effect of bandh culture on the work life of the faculty members is very low. Thus it can be said that bandh culture has a mixed contribution in the work life of the faculty members.

TABLE 5
Opinion on Law and order situation of North East Hampering Work-Life

		Fre- quency	Percent	Valid Percent	Cumulative Percent
Valid	Very Low	14	2.9	2.9	2.9
	Low	86	18.0	18.0	20.9
	No Effect	173	36.2	36.2	57.1
	Much	62	13.0	13.0	70.1
	Very Much	143	29.9	29.9	100.0
	Total	478	100.0	100.0	

Source: Tabulated data from Primary survey

Interpretation

Table 5 shows the opinions of the faculty members towards law and order situation in North-East region. It can be interpreted from the Table 5 that majority of the respondents are in a favor that law and order situation of North-East region does not hamper the work-life of faculty members of this region. 30 per cent of the total respondents have an opinion that law and order situation has a very high effect on the work-life of the faculty members while only 3 per cent of the total respondents have an opinion that the effect of law and order situation on the work-life of the faculty members is very low. Although, majority of the academicians give a positive picture about law and order situation of North-East region, yet few academicians are skeptical about the law and order situation in the region.

TABLE 6
Migration from North East part to
other parts of India

		Fre- quency	Per- cent	Valid Percent	Cumu- lative Percent
Valid	Even in the lower cadre	3	.6	.6	.6
	In the senior cadre only	65	13.6	13.6	14.2
	Only if I get better option	406	84.9	84.9	99.2
	I am ready to move even from central university to state university or other institutions also	4	.8	.8	100.0
	Total	478	100.0	100.0	

Source: Tabulated data from Primary survey

Interpretation

Researcher has asked the faculty members whether they would like to migrate from the north east region of India. The results are shown in the table 6. It can be interpreted from the Table 6 that majority of the faculty members would like to migrate from north east region only when they will get a better option, while

only 0.6 per cent of the total respondents would like to migrate from the north east region even if they get next position in lower cadre. 14 per cent of the total respondents would like to migrate from the north east region only when they will get a position in senior cadre. Thus it can be said that faculty members would like to migrate from north east region to some other region of the country only if they get a better option than current position.

TABLE 7
Facilities or amenities available in the North
East India

		Fre- quency	Per- cent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	21	4.4	4.4	4.4
	Dissatisfied	62	13.0	13.0	17.4
	Neutral	73	15.3	15.3	32.6
	Satisfied	260	54.4	54.4	87.0
	Very Satisfied	62	13.0	13.0	100.0
	Total	478	100.0	100.0	

Source: Tabulated data from Primary survey

Interpretation

Table 7 shows the satisfaction level of the faculty members towards the facilities or amenities they are availing in the North-East region of the country. It can be interpreted from the Table 7 that majority of the respondents i.e. 55 per cent, are satisfied with the facilities or amenities they are availing in the North-East region of the country. Only 4 per cent of the total respondents were found to be very dissatisfied towards the facilities or amenities they are availing in the North-East region of the country while 15 per cent of the total respondents are neither satisfied nor dissatisfied towards the facilities or amenities they are availing in the North-East region of the country. Thus overall it can be said that faculty members working in the universities of the North-East region are satisfied with the facilities or amenities they are availing in the North-East region of the country.

TABLE 8
Facilities or amenities Available in your University Campus

		Fre- quency	Per- cent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	11	2.3	2.3	2.3
	Dissatisfied	59	12.3	12.3	14.6
	Neutral	42	8.8	8.8	23.4
	Satisfied	234	49.0	49.0	72.4
	Very Satisfied	132	27.6	27.6	100.0
	Total	478	100.0	100.0	

Source: Tabulated data from Primary survey

Interpretation

Table 8 shows the satisfaction level of the faculty members towards the facilities or amenities they are availing in their respective university campuses of North East region of the country. It can be interpreted from the Table 8 that majority of the respondents i.e. 49 per cent, are satisfied with the facilities or amenities they are availing in the university campuses of North-East region of the country. Only 2 per cent of the total respondents were found to be very dissatisfied towards the facilities or amenities they are availing in the University campus while 9 per cent of the total respondents are neither satisfied nor dissatisfied towards the facilities or amenities they are availing in the Central University campuses. Thus overall it can be said that faculty members working in the CUs of the North East region are satisfied with the facilities or amenities they are availing in the CUs of North-East region of the country.

RESULTS OF REGRESSION ANALYSIS:

Regression analysis has been used to find out the relationship between job satisfaction of academicians working in the Central Universities of North East region and the facilities or amenities available in the North East region of the country. The results of regression have been given below in detail.

TABLE 9
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.602a	.362	.361	.804	2.383

- a. Predictors: (Constant), Facilities or amenities that are available in the North East
b. Dependent Variable: Satisfaction level of working in North East part of India

TABLE 10
ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	174.753	1	174.753	270.218	.000b
	Residual	307.835	476	.647		
	Total	482.588	477			

- a. Dependent Variable: Satisfaction level of working in North East part of India
b. Predictors: (Constant), Facilities or amenities that are available in the North East

TABLE 11
Coefficients

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	1.685	.135		12.447	.000
	Facilities or amenities that are available in the North East	.597	.036	.602	16.438	.000

- a. Dependent Variable: Satisfaction level of working in North East part of India

Interpretation

The value of $F = 270.218$ is found to be significant at 1 per cent level of significance, which shows that a significant model has emerged from the regression analysis. The value of R square shows the percent of variance explained by the independent variable in the value of dependent variable. The value of R square is found to be 0.362 which shows that the 36 per cent of total variance in the value of job satisfaction is due to the facilities or amenities available in the North-

East region of the country and the remaining 64 percent of the total variance is due to other factors. The positive value of beta shows that the relationship between job satisfaction and availability of facilities or amenities is positive. High level of facilities or amenities will lead to high level of job satisfaction among academicians and vice-versa. Thus, it can be said that the facilities and amenities also have a positive and significant contribution in the job satisfaction among academicians.

Therefore, the null hypothesis which states that there is no relationship between job satisfaction of academicians and facilities or amenities available in the North-East region of the country is found to be rejected in the current study.

Further, regression analysis finds out the relationship between job satisfaction of academicians working in the Central Universities of North-East region and the facilities or amenities available in the University campus of North-East region of the country. The results of regression have been given below in detail.

TABLE 12
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.595a	.353	.352	.810	2.282

- a. Predictors: (Constant), Facilities or amenities that are available in your campus
b. Dependent Variable: Satisfaction level of working in North East part of India

TABLE 13
ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	170.590	1	170.590	260.261	.000b
Residual	311.998	476	.655		
Total	482.588	477			

- a. Dependent Variable: Satisfaction level of working in North East part of India
b. Predictors: (Constant), Facilities or amenities that are available in your campus

TABLE 14
Coefficients

Model		Unstan- dardized Coefficients		Stan- dardized Coeffi- cients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.567	.145		10.820	.000
	Facilities or amenities that are available in your campus	.583	.036	.595	16.133	.000

- a. Dependent Variable: Satisfaction level of working in North East part of India

Interpretation

The value of $F = 260.261$ is found to be significant at 1 per cent level of significance, which shows that a significant model has emerged from the regression analysis. The value of R square shows the percent of variance explained by the independent variable in the value of dependent variable. The value of R square is found to be 0.353 which shows that the 35 per cent of total variance in the value of job satisfaction is due to the facilities or amenities available in the university campus situated in the North-East region of the country and the remaining 64 percent of the total variance is due to other factors. The positive value of beta shows that the relationship between job satisfaction and availability of facilities or amenities in the university campus is positive. High level of facilities or amenities will lead to high level of job satisfaction among academicians and vice-versa. Thus, it can be said that the facilities and amenities also have a positive and significant contribution in the job satisfaction among academicians.

Therefore, the null hypothesis which states that there is no relationship between job satisfaction of academicians and facilities or amenities available in the university campus of North-East region of the country is found to be rejected in the current study.

CONCLUSION

It can be concluded from the study that home town in North-East region does not contribute in any way to the satisfactory work life for the faculty members in the North-East region of the country. It was found from the study that 'bandh culture' does not contribute to the work life of the faculty members and there is mixed response on law and order situation in the North-East region and its corresponding effect on the work life of the faculty members of this region. The study further reflects that faculty members would like to migrate from North-East region to some other regions of the country only if they get a better option than current position. The study shows that majority of the faculty members working in the Central Universities of the North-East region are satisfied with the facilities or amenities they are availing in the North-East India and are also satisfied towards the facilities they are availing in their respective University campuses. It was found from the study that there is a positive and significant relationship between job satisfaction of academicians working in the Universities of North-East region and the facilities available in the North-East region and in the Central University campuses.

Limitations and Future Scope of the Study

The study is limited to North-East region of India. The sample size of the study was only 478 which can be extended. The future scope of the study is to make a comparative study of job satisfaction among academicians from different regions of India.

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