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LITERATURE REVIEW ON JOB SATISFACTION OF ACADEMICIANS OF HIGHER EDUCATIONAL INSTITUTIONS OUTSIDE INDIA

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ABSTRACT

The main aim of this research paper is to summarize all the research work done by various researchers on the topic Job satisfaction of teachers of Higher Educational Institutions outside India. In order to make this paper meaningful and helpful to other researchers the authors have left no stone unturned by reading and summarizing articles from number of journals, thesis, literature reviews and reviewed books available on net. This article is different from other research papers because it covers what all different factors were taken into consideration by different researchers to measure job satisfaction of faculty members, what statistics has been applied, how data is collected and what is the result of such research in higher education Institutes. From the review of literature, it has been found out that job satisfaction is very critical aspect. Its level and factors affecting is different from person to person, place to place. So nothing can be standardized about it with full surety. It has also been found out that Researchers have linked job satisfaction with Stress, Job commitment, Motivation, Personality, communication, Turnover and much more. This paper is a contribution because nothing like this is done before, though there is research paper on review of literature on Job satisfaction of Higher education teachers but it a mixed paper covers studies from India as well as outside India. Moreover, it does not provide all the details which are provided by this research paper.

KEYWORDS

job satisfaction of academicians, Higher Educational Institutions.

INTRODUCTION

The review of related literature is one of the most important activities of the entire research work. In fact, it forms the foundation for the entire research without which the research work may be shallow and native and often duplicate the work already done by someone. Review of literature helps the researcher in developing an understanding of the research problem properly and acquaints researcher with the up-to-date knowledge and latest technique relevant to work. With the help of review of literature, researcher develops a clear-cut insight about the theoretical background of research problem and has an opportunity to use the best possible methodology in conducting research work.

There are different sources of literature like it is available in hardbound journal, online journals, newspapers, magazines, old thesis, and other research papers available on Internet and in various libraries of different colleges and of different cities. This article summarizes more than 50 research paper related to Job satisfaction of teachers of higher educational Institutions outside India which reveals that there are large number of factors which affect job satisfaction of faculty members. This research paper is very useful in defining factors on which study has already been done and open more vistas for future research work.

REVIEW OF LITERATURE

Mahdi et.al (2014) conducted a study on faculty members of Northern Border University(NBU) in the Northern Border Area of Saudi Arabia to examine their job satisfaction level and its relationship with various demographic variable. For their study the researcher had taken various demographic variables they were age, gender, marital status, academic status and years of work at NBU. The researcher had also taken various factors into consideration they were authority, supervision, policies and facilities, work, interpersonal relationships, commitment, salary, workload. The researchers had used questionnaire to collect data from 243 faculty members of 13 colleges in the NBU, Saudi Arabia. The analysis of data had been done by applying various statistical tools of mean, standard deviation, t-test and ANOVA. The result of the study revealed that faculty members were satisfied with their job and were loyal towards their institution. Moreover, it also reveals that faculty members were satisfied on all the dimensions except the dimension of opportunity of promotion. For explanatory variables it shows significant difference for satisfaction per years of work at NBU and salary.

Navvaro (2014) conducted a study on faculty members of Cavite University, Naic to examine the weather communication climate and job satisfaction are independent from one another as perceived by its faculty members. The researcher has used questionnaire checklist designed on seven point Likert scale to collect data from 85 faculty members of Cavite University, Naic through random sampling. The analysis of data had been done by applying various statistical tools of mode and chi-square. The result of the study revealed that communication climate and job satisfaction are not independent. It means there exist a relationship between communication climate and job satisfaction, when faculty members were satisfied with their communication climate they were satisfied with their job.

Mustapha and Zakaria (2013) conducted a study on faculty members of Public universities in Kelantan, Malaysia to analyse the impact of workload and interpersonal relationship on their job satisfaction level. The researchers had used self administered questionnaire to collect data from 320 faculty members from 4 public universities in Kelantan, Malaysia through systematic random procedure. For the analysis of data, the researcher had used various statistical tools of descriptive analysis, Pearson product moment correlation, and coefficient correlation. The result of the study revealed that there exists positive relationship between job satisfaction and interpersonal relationship whereas there exist inversely correlated related relationship between workload and faculty job satisfaction.

Sohail and Delin (2013) conducted a study on faculty members of GC University, Lahore, Pakistan to measure their job satisfaction on the seven dimensions which are work burden, pay benefits, job security, way of promotion, job rewards, relation with co-worker and decision making staff behaviour. The researchers had used questionnaire designed on five point Likert scale to collect data from 70 faculty members working in GC University, Lahore, Pakistan. The analysis of data had been done by applying various statistical tools of descriptive statistics, regression analysis and coefficient of correlation. The result of the study revealed that there exist strong and positive relationship between various factors and job satisfaction except pay benefits which shows significant but weak relationship with job satisfaction.

Abdul Quyyam Chuadhry (2013) conducted a study on faculty members of Universities of Lahore, Bahawalpur and Multan to examine their satisfaction level based on nature of work, cadre and work experience. The researcher had used questionnaire to collect data from 305 faculty members of public and private universities of Lahore, Bahawalpur and Multan. The analysis of data had been done through SPSS by applying various statistical tools of descriptive analysis, inferential statistics, ANOVA analysis, frequency distribution and Pearson correlation coefficient and T-test. The result of the study revealed that job satisfaction of faculty member's decreases with increase in cadre and work experience. It also revealed that permanent faculty members are more satisfied as compared to contractual and visiting faculty members.

Saroja Dhanapal et.al (2013) conducted a study on faculty members of Klang valley to examine the factors affecting job satisfaction of faculty members as well as the difference of its impact on gender and generations. For their study the researcher had taken Herzberg and Maslow theory as its framework. The researcher had used questionnaire designed on five point likert scale to collect the data from 100 faculty members of private institutions of higher learning of Klang valley. The analysis of data had been done by applying various statistical tools of descriptive analysis, t-test and ANOVA. The result of the study revealed that there is no significant difference in job satisfaction between genders and generation. The only difference in job satisfaction between generations is found out on extrinsic factor of work relationship.

Talat Islam et.al (2012) conducted a study on faculty members of University of Punjab, Lahore, Pakistan to analyse the impact of compensation and demographic variables (age, marital status and job experience) on their job commitment and job satisfaction. The researchers had used questionnaire to collect data from 169 faculty members of university of Punjab, Lahore, Pakistan through multi stage sampling procedure. For the analysis of data, the researchers had used various statistical tools of descriptive analysis, Regression analysis, T-test and ANOVA. The result of the study revealed that there exist positive and significant relationships between compensation, job commitment and job satisfaction but most significant relationship exist between compensation and job commitment. It further reveals that female and married faculty members were more satisfied and committed as compared to males' and unmarried teachers. Moreover, it was also found out that with the increase in job experience job commitment and job satisfaction also increases.

Muhammad Mudasar Ghafoor (2012) conducted a study on faculty members of public and private sectors universities of Punjab, Province of Pakistan to analyse the relationship between demographic characteristics and job satisfaction of faculty members. The researcher used the Minnesota Questionnaire to collect the data from 299 faculty members of public and private universities of Punjab, province of Pakistan. The analysis of data had been done through SPSS. The result of the study revealed that demographic characteristics do not influence too much job satisfaction level of faculty members of these universities. At the same time, it also revealed that male faculty members were more satisfied as compared to female faculty members, permanent faculty members were more satisfied as compared to contractual faculty members, and faculty members with PhD's degree were more satisfied than faculty members with MPhil, Master and Bachelor (Hons) degree. The faculty members with high net monthly salary and good experience were found to be more satisfied than faculty members with less salary and experience. Moreover, it also brings into light that age do not play any role in influencing faculty job satisfaction and faculty members of Private universities were highly satisfied as compared to faculty members of public universities.

Saner and Eyupoglu (2012) conducted a study on faculty members of North Cyprus universities to examine the relationship between age and job satisfaction and factors causing satisfaction and dissatisfaction to faculty members. The researchers had taken various intrinsic and extrinsic factors into consideration. The researcher had used Minnesota Satisfaction Questionnaire designed on five point Likert scale to collect data from 412 faculty members of 5 universities of North Cyprus. The researchers had used SPSS version 13 to analyse data by applying various statistical tools of descriptive statistics and ANOVA. The result of the study revealed that older faculty members were more satisfied as compared to younger ones. It also revealed that overall job satisfaction and extrinsic job satisfaction vary with different age group whereas intrinsic job satisfaction does not vary different age group.

Abdul Qayyum Chaudhry (2012) conducted a study on faculty members of Punjab universities, a province of Pakistan to analyse how organisational stress influence job satisfaction level of faculty members based on demographic characteristics of (age, gender, sector, experience, cadre, length of service and nature of job). The researcher had used questionnaire to collect data from 305 faculty members of 3 public and 3 private universities of Punjab, a province of Pakistan through stratified sampling procedure. The analysis of data had been done through SPSS by applying various statistical tools of descriptive analysis, inferential statistics, frequency distribution and Pearson product correlation coefficient. The result of the study revealed that occupational stress does not play any role in influencing faculties job satisfaction, moreover there exist inverse relationship between occupational stress and job satisfaction level of private university teachers. It was also found out that there is no relationship between occupational stress, job satisfaction and gender. Young faculty members were found to be more sensitive towards occupational stress and job satisfaction. There exists positive relationship between occupational stress and the faculty members having working experience of more than 21 years and inverse relationship is found between occupational stress and faculty having working experience 3-12 years. It was also found out that there exists no significant relationship between job satisfaction, organisational stress and nature of job (visiting, contract and permanent)

Ali Raza (2012) conducted a study on faculty members of private and public Universities of Lahore, Bahawalpur and Multan to examine the relationship between organisational stress on their job satisfaction. The researcher had taken various factors into consideration which were clubbed into 4 dimensions they were peer relationship factor, administrative factor, working environment factor and economic factor. Demographic factors were age, gender, cadre, nature of work, organisation type and experience. The researcher had used questionnaire to collect data from 305 faculty members of 3 public and 3 private universities of Punjab, a province of Pakistan through stratified sampling procedure. The analysis of data had been done by applying various statistical tools of descriptive analysis (standard deviation, mean), frequency tables and Pearson correlation coefficient. The result of the study revealed that there is insignificant relationship exist between organisational stress and job satisfaction. For faculty members occupational stress is not a big problem. For them administrative problem is the major factor influencing their job satisfaction, followed by working environment than peer relationship factor. Economic factor is the least important variable with respect to job satisfaction of faculty members.

Malik (2011) conducted a study on faculty members of University of Balochistan to analyse the impact of Herzberg hygiene and motivator factors on faculty job satisfaction level. The researcher had taken Herzberg hygiene and motivation factors into consideration, hygiene factors were – relationship, working condition, policy, salary and supervision. Motivator factors were achievement, advancement, recognition, responsibility and work itself. The researcher had used questionnaire developed by Castillo and Cano (2004) and Woods (1973) to collect data from 120 faculty members of Balochistan University. For the analysis of data the researcher had used mean, standard deviation, correlation coefficient and regression analysis. The result of the study revealed that faculty members were satisfied with their job and demographic characteristics do not play any role in influencing overall faculty job satisfaction level. Moreover, male faculty members were found to be more satisfied as compared to female faculty members. The major motivating factor was “work itself” and least motivating factor was work condition. Shabbir, Ahmed, Lawler and Shahbaz (2011) conducted a study on faculty members of University of Pakistan to analyse various determinants of job satisfaction and how various factors such as working condition, pay - benefits, relationship with co-workers influences their job satisfaction level. The researchers had used questionnaire to collect data from 88 faculty members of University of Pakistan through convenience sampling method. The findings of the research revealed that factors like pay-benefits, relationship with co-workers and working conditions play a very important role in influencing job satisfaction of faculty members.

Toker (2011) conducted a study on faculty members of Universities of Turkey to analyse the effect of demographic factors on their job satisfaction and to measure their job satisfaction level. The researcher had used Minnesota questionnaire to collect the data from 648 faculty members working in University of Turkey. The result of the study revealed that faculty members were highly satisfied with their job. Moreover, for them compensation is the least influencing factor and social status was the highest influencing factor. It also revealed that demographic variables like length of service and age play an important role in influencing job satisfaction whereas gender and marital status do not play any role in influencing job satisfaction of faculty members.

Paul and Phua (2011) conducted a study on faculty members of public tertiary institutions of Singapore to analyse the relationship between demographic variables and job satisfaction level of faculty members. The researchers had taken various factors into consideration they were- interpersonal relationship with students, colleagues, fair remuneration, non academic/admin work, teaching itself, heavy workload, red tape and other practices, lack of personal growth, dealing with students problem, salary and others. Demographic factors were age, length of service, marital status, job position and gender. The researcher had used modified version of Spector's Job satisfaction scale questionnaire to collect data from 87 faculty members of public tertiary institutions of Singapore. The analysis of data had been done through SPSS by applying various statistical tools of mean, standard deviation, Pearson correlation, T-test and ANOVA analysis. The result of the study revealed that more than fifty percent faculty members were ambivalent about their job satisfaction. Faculty members were satisfied with interpersonal relationships with students and co-workers, the autonomy and flexibility that the job offered whereas they were dissatisfied with administrative/non academic work, heavy workload, salary, presence of 'red tape' and other corporate practices and dealing with disruptive students. As far as demographic factors are concerned age and job position play an important role in influencing job satisfaction whereas gender, academic qualification, length of employment and marital status do not play any role in influencing faculty job satisfaction.

Amazt and Idris (2011) conducted a study on faculty members of public university of Malaysia to examine the relationship between management style and decision making style and its impact on their job satisfaction level. The researchers had taken various hygiene and motivators factors into consideration. Motivators factors were advance, personal growth, responsibility, work itself and achievement. Hygiene factors were personal life, peers, working condition, supervisor, status, salary, subordinate, security and policy. They had also considered various decision making style they were- behavioural, analytical, conceptual and directive. Various management style considered by them were- Management staff development, leadership supervision. The researchers had used Decision style questionnaire to collect data about decision making style, Likert's management style theory instrument to collect data on management style and teacher's job satisfaction questionnaire to collect data on faculty members' job satisfaction. The researcher had used these instruments to collect data from 422 faculty members of two public universities of Malaysia. For the analysis of data the researcher had used goodness-of-fit style, chi-square and Structural equation model. The result of the study revealed that both the universities had adopted behavioural decision making style which is people oriented or right brained decision worker style. They are good decision maker but not good problem solver and analytic. As far as management style is concerned both the universities have adopted communication style of management. Moreover, it also revealed that for both the universities hygiene factors like status, subordinate, salary, peers, working condition, supervision, personal life and policy were the predictors for job satisfaction.

Nadeem Bhatti et.al (2011) conducted a study on the faculty members of public university of Pakistan to examine the impact of job stress their job satisfaction level. The researcher had taken various factors into consideration they were management role, relationship with others, workload pressure, homework interference, role ambiguity and performance pressure. The researchers had used close-ended questionnaire to collect data from 203 faculty members of public University of Pakistan. For the analysis of data, the researchers had used various statistical tools of cross sectional analysis, regression analysis and descriptive analysis. The result of the study revealed that there is significant and positive relationship between workload pressure, homework interface, role ambiguity, performance pressure and job stress. The result also shows that management role, relationship with others does not have direct and significant relationship with job stress. Thus it can be concluded that there is negative and significant relationship between job stress and job satisfaction. When job stress increases the satisfaction level of employees get decrease, which impact their performance in organisation as well as students also get affected by it. Job stress also ruins the health of employees. Adeniji, Anthonia Adenike (2011) conducted a study on academic staff of selected private universities of Southwest Zone of Nigeria to examine the impact of organisational climate on faculty job satisfaction, factors affecting job satisfaction and thereby their academic excellence and determining if there are difference in perception senior and junior academic staff perceive their organisational climate. The researchers had taken various factors into consideration they were management and leadership, participation in decision making, challenging job, boredom and frustration, fringe benefits, personnel policies, working condition, suitable carrier ladder, appropriate admin style, support from supervisor, workload, feedback performance, clear lines of communication, salary packages and promotional opportunities. The researcher had used questionnaire to collect data from 293 faculty members of five different private universities of Southwest Zone of Nigeria through stratified sampling method. For the analysis of data, the researchers had used various statistical tools of descriptive analysis, regression analysis, skewness, kurtosis and correlation. The result of the study indicates that there exist a significant and positive relationship exists between organisational climate and job satisfaction among academics in Southwest Nigeria. The study also reveals that organisational climate and job satisfaction vary together and there is a significance difference in the way both senior and junior experience their organisational climate.

Latif et.al (2011) conducted a study on faculty members of public and private colleges of Faisalabad, Pakistan to examine their job satisfaction level as well as factors affecting it. The researchers had had taken various factors into consideration they were educational qualifications, nature of work, pay, job security, benefits, promotional opportunities and family & work life balance. The researchers had used the questionnaire designed on five point Likert scale to collect the data from 180 faculty members of 8 private and 8 public colleges of Faisalabad, Pakistan. The analysis of data had been done through SPSS version by applying descriptive statistics and coefficient of correlation. The result of the study revealed that faculty members of public colleges were more satisfied on all dimensions as compared to faculty members of private colleges.

Nakesvari, Chong and Ching (2010) conducted a study on faculty members of private colleges of Penang, Malaysia to analyse the impact of factors such as management support, salary and promotion opportunities in affecting the faculty job satisfaction and to examine the effect of age, gender and length of working on the relationships between management support, salary and promotion opportunities and job satisfaction. The researchers had taken various independent variables, dependent variable and moderating variables into consideration. The independent variables were management support, salary, promotional opportunities. Moderating variables were age, gender and length of service. Dependent variables were job satisfaction. The researchers had used questionnaire to collect data from 124 faculty members of 3 private colleges of Penang. For the analysis of data, the researchers had used various statistical tools of Pearson's Product Moment Correlation analysis, standard deviation, and mean, simple and multiple regression and Analysis of Variance (ANOVA). The result of the study revealed that factors like management support, salary and promotion opportunities play a very important role in influencing job satisfaction of faculty members of private colleges of Penang, Malaysia. It also reveals that there is no influence of age and gender towards the relationship of management support, salary and promotion opportunities with job satisfaction but length of working has influence towards the relationship of management support with job satisfaction.

Muhammad Ehsan Malik et.al (2010) conducted a study on faculty members working in public sector universities of Pakistan to examine the impact job facet satisfaction on organisational commitment and to explore teacher's commitment and satisfaction with different dimensions of jobs. The researchers had used questionnaire to collect data from 331 faculty members of two public sector Universities of Pakistan. For the analysis of data, the researcher had used regression analysis and t-test. The result of the study revealed that nature of work, salary satisfaction and quality supervision are significant predictors of organisational commitment of the Pakistani public sector teachers. It was also found out that they were highly satisfied with their supervisor, co-workers, compensation, work itself and opportunities of advancement in their universities.

Safdar Rehman Ghazi et.al (2010) conducted a study on public sector University teachers in the North West Frontier Province, Pakistan to examine their general satisfaction level. For their study the researchers had taken twenty dimensions into consideration they were working condition, organisational policies and practices, Supervision, technical and promotional opportunities, independence, work variety, creativity, moral values, compensation, work itself, colleagues' cooperation, responsibility, ability utilisation, authority, activity, social status, job security, achievement, and student interaction. The researchers had used questionnaire designed on five point Likert's scale to collect data from 108 faculty members of public sector Universities in the North West province, Pakistan through random sampling. The analysis of data had been done in SPSS version 16 by applying various statistical tools of descriptive analysis mean and standard deviation. The result of the study revealed that faculty members were satisfied with their job on the dimensions of work variety, creativity, moral values, compensation, work itself, colleagues' cooperation, responsibility, ability utilization, authority, activity, social status, job security, achievement and students' interaction. At the same time, it also revealed that they were neutral on various dimensions they were working condition, organisational policies and practices, Supervision, technical and promotional opportunities.

Saner and Eyupoglu (2009) conducted a study on faculty members of North Cyprus universities to examine the effect of rank on the overall job satisfaction of faculty members. The researchers had taken various intrinsic and extrinsic factors into consideration. The intrinsic factors were ability utilization, achievement,

activity, authority, creativity, independence, moral values, responsibility, security, social status, social service, and variety. The extrinsic factors were advancement, company policies and practices, compensation; recognition, supervision-human relations, and supervision-technical. Two more factors were working condition and co-workers. The researcher had used Minnesota Satisfaction Questionnaire designed on five point Likert scale to collect data from 412 faculty members of 5 universities of North Cyprus. The researchers had used SPSS version 13 to analyse data by applying various statistical tools of descriptive statistics and ANOVA. The result of the study revealed that job satisfaction does not increase with increment in rank. It also shows lower level of satisfaction among the faculty members of North Cyprus University. Professors, assistant professors, and lecturers holding PhD degree enjoy moderate levels of job satisfaction, while associate professors and lecturers holding master degree only enjoy even lower levels of job satisfaction. It also indicates that academic rank affects job satisfaction levels of faculty members when it is associated with advancement, compensation, co-workers, and variety.

Marston and Brunetti (2009) conducted a study on experienced professors at a moderate sized Liberal and Arts college at West Coast of the United States to explore their career satisfaction as well as their motivation for staying in the profession. For their study researchers had taken various factors into consideration which were clubbed into five dimensions. They were Experienced Teacher survey, Professional satisfaction factors, practical satisfaction factors and Social satisfaction factors, other factors. The researcher had used survey and interview method to collect the data from 74 experienced professors working in liberal and Arts college of United States. For the analysis of data, the researchers had used statistical tools of mean and standard deviation. The result of the study revealed that professional factors like satisfaction in working with students and seeing them to learn, joy in teaching one's subject, freedom and flexibility in the classroom play a more important role in motivating experienced faculty members to remain in their job as compared to personal factors. Moreover, scholarship and relationship with colleagues was also a great source of satisfaction as compared to practical satisfaction factors and services.

Platsidou, Maria & Diamantopoulou (2009) conducted a study on University faculty members of North Greece to examine their overall level of job satisfaction, to investigate what faculty members think about Greek higher education problems and to access is these problems affect their job satisfaction level. For their study the researchers had taken various demographic factors and Higher education problems into consideration. Demographic factors for the study consist of gender, age, marital status, professional experience, academic rank. University Problem consist of administration, involvement of political parties in the university, big numbers of students, evaluation, funding, resource allocation, governmental control, syndicalism, entrepreneurship of higher education, introversion of Higher Education Institutes, enrolment system, attitude of many undergraduates toward their studies, weakness of higher education to align with the demands and the problems of the modern society, occupation of academic position, lack of meritocracy and transparency, loose structural context, regional departments and post-graduate programs and election of administration offices. The researcher had contacted 105 faculty members of four universities of North Greece through e-mail. For the analysis of data, the researcher had used statistical tools of mean, standard deviation and regression analysis. The result of the study revealed that demographic factors such as age, gender, working experience, marital status and rank does not significantly affect job satisfaction of faculty members. They were satisfied with their job. As far as university problems are concerned faculty job satisfaction is influenced by dependency of universities on the State and political parties. Moreover, the more satisfied faculty members assessed as less serious the higher education problems compared to their less satisfied peers.

Nilufar Ahsan et.al (2009) conducted a study on faculty members of Public university of Klang Valley, Malaysia to examine the relationship between job stress and job satisfaction and to explore stressors issues that influence the faculty job satisfaction level. For their study the researchers had taken various job stressors factors into consideration they were management role, relationship with others, homework interface, role ambiguity, workload pressure and performance pressure. The researchers had used Job stress questionnaire and Job descriptive index questionnaire to collect data from 203 faculty members of Public University of Klang Valley, Malaysia through field survey and interview method. The analysis of data had been done by applying various statistical tools of cross-sectional analysis, description analysis and regression analysis. The result of the study revealed that homework interface, role ambiguity, workload pressure and performance pressures play an important and direct role in influencing job stress of faculty members whereas management role and relationship with others do not any significant role in influencing faculty job stress. At the same time, it also revealed that there exists a negative relationship between job stress and job satisfaction which means that when job stress increases job satisfaction decreases and vice-versa.

Noordin and Jusoff (2009) conducted a study on faculty members of public University of Malaysia to examine their general satisfaction level and individual differences that can cause variance in faculties' general satisfaction. The researchers had used questionnaire to collect data from 237 faculty members of public university of Malaysia. The analysis of data had been done by applying various statistical tools of descriptive analysis (mean and standard deviation) and one-way ANOVA. The result of the study revealed that faculty members were moderately satisfied with their job. The demographic variables current status, marital status, age and salary play an important role in influencing faculties' job satisfaction level. It also revealed that faculties' different levels of satisfaction require different motivational strategies and styles for their optimum utilisation and for organisational effectiveness.

Meghna Sabharwal and Elizabeth A. Corley (2009) conducted a study on U.S. research institution faculty members to explore their satisfaction level with special reference across gender and discipline. For their study the researchers had taken various variables into consideration they were explanatory variables and control variables. Explanatory variable consists of Disciplinary affiliation. Control variables consist of demographic, institutional, career and productivity. For their study the researchers had used the National Science Foundation's 2003 survey of Doctorate recipient's dataset. For the analysis of data, the researcher had used various statistical tools of mean and regression analysis. The result of the study revealed that within the science and health fields, men were significantly less satisfied than women. In the engineering and social science fields, there were significant differences in satisfaction levels of men and women.

Taskina Ali and Ireen Akhtar (2009) conducted a study on faculty members of private universities of tertiary level of Bangladesh to examine their level of job satisfaction, to compare male and female faculty members' satisfaction level and to analyse whether the masculine culture causes any dissatisfaction among female faculty members. For their study researchers had taken various factors into consideration they were salary, academic qualification, social status, classroom, office room, personal room, computer facilities, washroom facilities, communication and location of university, teacher and student relationship, university managing committee, family support, interpersonal relationship with colleagues, career prospects, training system, placement and course distribution, supervision style, power distance between teachers and central administration, power distance between chairman and central administration. The researchers had used questionnaire to collect data from 120 faculty members of 10 different private universities of Bangladesh. The analysis of data had been done by applying measures of central tendency. The result of the study revealed that there is no significant difference in the job satisfaction level of male and female faculty members because female also have the same opportunity to work and recognition as male counterparts. Moreover, masculine culture does not play any role in influencing female faculty members' job satisfaction because it is not gender biased job. It also reveals that faculty members are satisfied with interpersonal skills but dissatisfied in some area like salaries, personal room, computer facilities, office room, wash room facilities, compensation, training and development facilities, course allocation, etc.

Saeid karimi (2008) conducted study on faculty members of Bu-Ali Sina University, Iran to analyse their overall job satisfaction as explained by Herzberg job motivator and hygiene factors. For his study the researcher had taken various factors into consideration which were categorized as hygiene factors, motivation factors and demographic factors. Hygiene factors were relationship, policy, salary, supervision and work condition. Motivation factors were achievement, advancement, recognition, responsibility and work itself. Demographic variables were age, degree, rank and tenure. The researcher had used questionnaire designed on five point Likert's scale to collect data from 120 faculty members of Bu-Ali Sina University. The analysis of data had been done by applying various statistical tools of descriptive statistics (mean, standard deviation), coefficient of correlation and regression analysis. The result of the study revealed that showed that the faculty members were satisfied with their job. Demographic variables age, years of experience, academic rank, degree had no significant impact on job satisfaction of faculty members. Moreover, it also revealed that female faculty members were more satisfied as compared to male faculty members. "Work itself" was the most motivating factors whereas "working condition" was the least motivating factor for faculty members. Thus it can be concluded that motivator and hygiene factors play an important role in influencing job satisfaction of faculty members. The results of this study also shows that the basic tenants of the motivation-hygiene theory do not imply on faculty members in the Bu-Ali Sina University.

Stacey R. Kessler (2007) conducted a study on faculty members of United States and Canada to analyse the effects of academic department structure on their job performance, job satisfaction and work behaviour. The researcher had collected data by emailing questionnaire to 1135 faculty members working in 229 departments throughout United States and Canada. The analysis of data had been done by applying various statistical tools of descriptive statistics, regression analysis

and coefficient of correlation, t-test. The result of the study revealed that faculty working in organically structured department enjoy higher level of satisfaction. Moreover, it also reveals that productive faculty members working in structured department commit fewer instances of work behaviour than productive faculty members working in mechanistically structured department.

Keshtkaran (2006) conducted a study on faculty members at Shiraz University of Medical Science, Iran to examine their satisfaction level with various components of their academic career. For his study researcher had taken various components into consideration they were nature of work salary, promotion, relations with the managers and colleagues. Demographic variables were rank, age, tenure and year of working as government employees. The researcher had used questionnaire designed on five point Likert scale to collect data from 122 faculty members of Shiraz University. The analysis of data had been done by applying various statistical tools of two sample t test, one way ANOVA, Spearman Rho, Coefficient of Correlation, Regression Analysis. The result of the study revealed that faculty members were satisfied with the nature of work and their colleagues respectively, whereas they were less satisfied with their salaries and promotion policies. It also reveals that satisfaction of faculty members increases when they are promoted for higher rank. Moreover, it also shows relationship between the following pairs of variables: age and promotion aspects, salary and overall satisfaction score, years of employment and amount of salary, academic rank and promotion variable. Further analysis reveals the existence of negative relationship between years of employment as a faculty member with all aspects of satisfaction and age was directly related to all the dimensions of satisfaction.

Rehman and Parveen (2006) conducted a study on faculty members of private and public University of Bangladesh to examine the difference between their overall job satisfactions levels, and as well as the factors affecting their satisfaction or dissatisfaction level. For their study the researchers had taken various factors into consideration they were Pay, Benefit, Advancement and growth, Work Itself, Leadership, Communication, Performance feedback and recognition, Colleagues and Stress. The researchers had used questionnaire designed on six point Likert scale to collect data from 130 faculty members (65 public, 65 private) of 20 public and private universities. For the analysis of data, the researchers had used various statistical tools of Cross tabulations, Chi square tests, Cramer's V, Pearson's correlation Coefficient, F tests following P-value and Frequency Distribution Techniques along with percentage will be observed, classified and ordered. The result of the study revealed that response of public and private University teachers towards overall satisfaction was more or less similar, but public university teachers were more satisfied as compared to private university teachers. The comparative study between public and private University show differences between the two Universities on various parameters of equity of payment, payment for exam duties, campus areas and facilities, teamwork and communication, performance feedback and search for better job. It also shows that gender play an important role in influencing job satisfaction of faculty members as compared to age and experience. The major factors causing dissatisfaction among the faculty members were pay, promotion, recognition from authority for good job, opportunity for research work and performance feedback.

Tu, Plaisant, Bernard and Maguiraga (2005) conducted a comparative study on faculty members of higher education of Taiwan and China to examine their job satisfaction level according to age. The researchers had used questionnaire to collect data from 194 Taiwanese and 211 Chinese faculty members of both public and private higher education institutions/colleges in one city. The analysis of data had been done by through SPSS version 10 by applying various statistical tools of descriptive statistics, Pearson correlation of coefficient and ANOVA. The result of the study revealed that after educational reforms there was no significant influence of age on the job satisfaction level of Taiwan and Chinese full-time faculty members, but differences exist between countries. It also revealed that interaction with colleagues play an important role in influencing job satisfaction level of faculty members of both the Chinese and Taiwanese private and public colleges.

Okpara, Squillance and Erundu (2005) conducted a study on full time faculty members of colleges and Universities of United States to examine the influence of gender on their job satisfaction level. For their study the researchers had taken various factors and demographic variables into consideration. Demographic variables were age, gender, education rank and experience. Various factors were pay, promotion, nature of work, co-workers, supervision and overall satisfaction. The researchers had used questionnaire to collect data from 560 faculty members of 80 universities chosen from "Brain Track Universities Index directories of United States colleges and Universities". For the analysis of data, the researchers had used mean, t-test and Multivariate regression analysis. The result of the study revealed that gender plays an important role in influencing job satisfaction of faculty members. Female faculty members were more satisfied with their work and colleagues as compared to male members. On the other hand, male members were more satisfied with pay, promotion, supervision and overall job satisfaction. It also reveals that rank play an important role in influencing gender differences and job satisfaction of faculty members.

Schulze (2006) conducted a study on faculty members of higher education of South Africa, at the time of transformation, to examine the factors affecting their job satisfaction level. The researcher had taken various factors and demographic variable into consideration. Demographic variables were university context, employed on a full time or part time basis, rank, ethnic group, union membership and gender. Various factors were research, community service, administration and own management, compensation and job security, promotion, management and leadership, co-workers behaviour, physical condition and support facilities. The researcher had used questionnaire designed on five point Likert scale to collect data from 50 residential and 44 distance learning faculty members of South Africa through simple convenience and purposeful sampling techniques. The analysis of data had been done by applying various statistical tools of frequencies, percentage, mean, t-test and ANOVA. The result of the study revealed that majority of faculty members was satisfied with their job. It also reveals that physical condition and support, research, compensation and other benefits offered play an important role in influencing job satisfaction of faculty members. Moreover, factors which dissatisfies the faculty members were government interference in teaching, poor quality of student's work, research related aspects, promotion criteria, politics surrounding promotion, time spent on administration work, amount of paperwork involved and interaction during meeting, poor academic communication among colleagues, salary, lack of recognition and lack of funding for attending conferences.

Santhapparaj and Alam (2005) conducted a study on faculty members of private Universities of Malaysia to examine their job satisfaction level and to compare male and female job satisfaction level. For their research the researcher had taken various factors into consideration they were pay, promotion, fringe benefits, working condition, support of research, support of teaching, gender and age. The researchers had used questionnaire designed on five point Likert scale, sent through mail, to collect the data from 173 faculty members of 3 private universities of Malaysia. The analysis of data had been done by applying various statistical tools of Bivariate frequencies, descriptive statistics, regression analysis and Mann Whitney U test. The result of the study revealed that female faculty members were satisfied as compared to male faculty members in all the aspects of job. It also reveals that pay, promotion, working condition and support of research have positive and significant influence on faculty job satisfaction whereas fringe benefits and support of teaching have negative influence on faculty job satisfaction.

Syed Shah Alam et al. (2006) conducted a study on faculty members of public Universities of Bangladesh to examine their job satisfaction level as well relationship between the job satisfaction, individual job facets and socio-demographic variables and to compare, measure the male and female job satisfaction level. For their study the researchers had taken various factors into consideration they were pay, promotion, fringe benefits, and interpersonal relationship with colleagues, support of research and support of teaching. The researchers had used various methods like face to face interview, telephonic questionnaire, mailed questionnaire, self-administered questionnaire to collect data from 232 faculty members of two public universities of Bangladesh. The analysis of data had been done by applying various statistical tools of Bivariate frequencies, descriptive statistics, Friedman test and Mann Whitney U test. The result of the study revealed that female faculty members were more satisfied as compared to male faculty members. Female faculty members were more satisfied on the dimensions of promotion, support of teaching and fringe benefits and less satisfied with interpersonal relationship with colleagues. Whereas male faculty members were more satisfied with interpersonal relationship with colleagues. It also reveals that salary play an important role in influencing faculty job satisfaction level.

Schulze (2005) conducted a study on black female faculty members of distance education institutions of South Africa to examine their job satisfaction level. For his study the researcher had taken various factors into consideration they were teaching; research; community service; administration and own management; compensation and job security; promotions; management and leadership in their departments and in the university; co-workers' behaviour; and physical conditions and support. The researcher had used interview method to collect data from 10 faculty members of distance education institution of South Africa. The result of the study revealed that all the faculty members were happy with their job. For them job satisfaction is related to many intrinsic aspects of their work, such as the enjoyment of teaching, contact with students, the growth teaching generated in themselves and using their expertise to serve their communities. It also reveals that they were dissatisfied with management, racism and poor physical working environment.

Castillo & Cano (2004) conducted a study on faculty members of Agriculture, Food and Environmental science at Columbus, The Ohio state of University to examine their level of job satisfaction as explained by Herzberg, Mausner, and Snyderman's (1959) job motivator and hygiene factors. It also examined the suitability of single-item versus multiple-item measure of faculty job satisfaction level in higher education. For their study the researchers had taken various demographic, hygiene and motivational factors into consideration. Demographic factors were age, tenure, status, number of years in current position, total years in higher education. Hygiene factors were pay, working condition, supervision, policy and administration, interpersonal relationship. Motivational factors were achievement, advancement, recognition, responsibility and work itself. The researchers had used questionnaire to collect data from 148 faculty members of Agriculture, food and Environmental science main campus, Columbus, Ohio. The analysis of data had been done by applying various statistical tools of descriptive statistics, coefficient of correlation and regression analysis. The result of the study revealed that female faculty members were less satisfied as compared to male faculty members. The factor work itself was the most motivating aspect whereas working condition was the least motivating aspect. The demographic factors do not play any major role in influencing faculty job satisfaction level. It also reveals that all the motivators and hygiene factors were significantly play an important role in influencing faculty job satisfaction level. The factors recognition, supervision and relationships play an important role in influencing faculty job satisfaction level. This study also revealed that single-item measures should be used in measuring faculty job satisfaction level in higher education.

Arasteh (2003) conducted a study on foreign educated faculty members in public universities in Iran to examine factors influencing job satisfaction. The researchers had taken various factors into consideration they were economic, teaching, recreational and welfare, equipment and facilities and motivational factors. The researcher had used questionnaire to collect data from 481 faculty members of public universities in Iran. For the analysis of data researcher had used factor analysis and regression analysis. The result of the study revealed that economic and motivational factor play an important role in influencing foreign faculty job satisfaction level.

Bas and Ardic (2002) conducted a study on faculty members of public and private universities of Turkey to examine their job satisfaction level on ten dimensions of job satisfaction and to find out the differences in both the universities satisfaction level. For their study the researcher had taken various factors into consideration they were academic environment, supervision/ superior behaviour, co-workers behaviour, job itself, physical condition/ working facilities, research and teaching, current pay, job security, freedom and administrative duties. The researchers had used questionnaire to collect data from 346 faculty members of public and private Universities of Turkey. The analysis of data was done through SPSS by applying various statistical tools of descriptive statistics and t-test. The result of the study revealed that faculty members of private University were more satisfied as compared to public university faculty members. The areas of difference between the two were academic environment, supervision/superior behaviour, teaching and research, co-workers' behaviour, the job itself and current pay.

Antony and Valadez (2002) conducted a study to analyse the perception created for part-time faculty. It means low pay, low status, lack of benefits keep them less satisfied as compared to full-time faculty, whether part time faculty want to be full time faculty, choose this profession because of its flexibility. For this study the researchers have taken the sample of 7, 522 part-time faculty members chosen from the data, the 1992-1993 National Study of Post-Secondary Faculty, sponsored by U.S. department of Education's National centre for Education Statistics. The result of the study revealed that part time faculty members were fairly satisfied and committed towards their job. They have chosen this profession because it gives them opportunity to do what they want to do, not because of its flexibility. It also reveals that Full time faculty members were also satisfied with their job but they are more concerned about research work, job security, tenure, pay and benefits. The results of this study also highlight that no doubt part time faculty members were also worried about pay, benefits and a quality of work environment but for this they are not ready to change their current position.

Oshagbemi (2001) conducted a study on faculty members of U.K. to examine how satisfied faculty members were with their line managers' behaviour/ supervision and to check the influence of various demographic variables on their job satisfaction level. For his study the researcher had taken various factors into consideration they were age, gender, rank, and length of service in present university, length of service in higher education, area of discipline and leadership or management responsibility. The researcher had used questionnaire designed on seven point Likert scale to collect data from 566 faculty members of 23 Universities of U.K. The analysis of data had been done by applying various statistical tools of descriptive statistics and multiple regression analysis. The result of the study revealed that age and length of service in higher education plays an important role in influencing satisfaction and dissatisfaction of faculty members with their line manager behaviour/ supervision.

Oshagbemi (2000a) conducted a study on faculty members of U.K. University to examine the influence of co-workers behaviour and various demographic factors on their job satisfaction level. For his study the researcher had taken various factors into consideration they were age, gender and rank. The researcher had used questionnaire designed on seven point Likert scale to collect data from 554 faculty members of 23 Universities of U.K. The analysis of data had been done by applying various statistical tools of descriptive statistics, three way ANOVA and histogram. The result of the study revealed that in relation to co-workers behaviour, when gender was considered female faculty members were more satisfies as compared to male faculty members, when age was considered old age workers were more satisfied as compared to younger ones and when rank was considered reader's were more satisfied in comparison to professors, senior lecturers and lecturers.

Oshagbemi (2000b) conducted a study on faculty members of U.K. University to examine whether academic workers' length of service influences their job satisfaction level. For the purpose of his study researcher had separate academics who remain in one higher educational institution since employment as length of service in higher education (LSHE) and one who keeps on changing one higher educational institution to another as length of service in present university (LSPU). The researcher had taken various factors into consideration they were teaching, research, administrative and managerial duties, present pay, opportunities for promotion, supervision/supervisor behaviour, co-workers behaviour, physical condition/working facilities. The researcher had used questionnaire designed on seven point Likert scale to collect data from 554 faculty members of 23 Universities of U.K. The analysis of data had been done by applying various statistical tools of descriptive statistics, two way ANOVA, histogram and line charts. The result of the study revealed that job satisfaction of faculty members working in same institution since employment was improved and keeps on increasing with length of service in same institution in comparison to those faculty members who keeps on changing job from one institution to another.

Oshagbemi (2000c) conducted a study on faculty members of U.K. University to examine the effects of gender on their job satisfaction level as well as to investigate the impact of gender differences on pay, promotion and physical condition / working facilities. The researcher had taken various factors into consideration they were teaching, research, administrative and managerial duties, present pay, opportunities for promotion, supervision/supervisor behaviour, co-workers behaviour, physical condition/working facilities. The researcher had used questionnaire designed on seven point Likert scale to collect data from 554 faculty members of 23 Universities of U.K. The analysis of data had been done by applying various statistical tools of descriptive statistics, three-way ANOVA and histogram. The result of the study revealed that gender does not play any role in influencing job satisfaction of faculty members directly. However, the interaction of gender with rank influences job satisfaction significantly. It means female academics at higher ranks namely, senior lecturers, readers and professors, were more satisfied with their jobs as compared to their male counterparts. It also revealed that female and male faculty members were equally dissatisfied with promotion, as far as pay is concerned females were more satisfied and for physical condition/working facilities females' faculty members were less satisfied as compared to male faculty members.

Oshagbemi (2000d) conducted a study on faculty members of U.K. University to examine the influence of pay on their job satisfaction level as well as its relationship between age, gender, rank. The researcher had used questionnaire designed on seven point Likert scale to collect data from 554 faculty members of 23 Universities of U.K. The analysis of data had been done by applying various statistical tools of descriptive statistics, three way ANOVA and histogram. The result of the study revealed that faculty members of U.K. universities are not satisfied with their pay. Moreover, it reveals that gender and rank play an important role influencing pay satisfaction but not age. It means, when gender is considered female faculty members were more satisfied with pay as compared to male faculty members. When rank was considered in relation to pay, senior lecturers were most satisfied, followed by professors, lecturers and readers in that order. When age was considered in relation to pay, it does not influence job satisfaction as such.

Oshagbemi (2000e) conducted a study on faculty members of U.K. University to examine how satisfied faculty members were with their core job of teaching, research, administration and management as well as the effect of age, gender and rank on their core job. The researcher had used questionnaire designed on seven point Likert scale to collect data from 554 faculty members of 23 Universities of U.K. The analysis of data had been done by applying various statistical tools

of descriptive statistics, three way ANOVA and histogram. The result of the study revealed that significant relationship exists between age and satisfaction in core aspect of job; teaching, research, administration and management but what kind of relation exist between them is not clear. It also reveals that the older the teacher gets the higher the level of satisfaction with teaching, administration and management whereas with research its reverse is applicable. Research satisfaction is also related with rank, the higher the rank the higher the research satisfaction and vice-versa. However, there is no association between gender and core aspects of job.

Oshagbemi (1999a) conducted a study on faculty members of U.K. University to examine the difference in the job satisfaction level of academics and their managers and the effect of age, rank, gender and length of service on their satisfaction level. The researcher had taken various factors into consideration they were teaching, research, administrative and managerial duties, present pay, opportunities for promotion, supervision/supervisor behaviour, co-workers behaviour, physical condition/working facilities. The researcher had used questionnaire designed on seven point Likert scale to collect data from 566 faculty members of 23 Universities of U.K. The analysis of data had been done by applying various statistical tools of frequency distribution and t-test. The result of the study revealed that universities managers were more satisfied in comparison to academics. The job satisfaction of managers and academics were different on teaching, opportunities for promotion, supervision/supervisor behaviour, co-workers behaviour, physical condition/working facilities. Academics were less satisfied with their pay as compared to managers. Moreover, it also reveals that management position, characterized by seniority in age, rank, and length of service, affects university teachers' level of job satisfaction positively.

Oshagbemi(1999b) conducted a study on faculty members of U.K. University to analyse which instrument i.e single- item measurement or multiple- item measurement is better for measuring job satisfaction. The researcher had taken various factors into consideration they were teaching, research, administrative and managerial duties, present pay, opportunities for promotion, supervision/supervisor behaviour, co-workers behaviour, physical condition/working facilities. The researcher had used questionnaire designed on seven point Likert scale to collect data from 566 faculty members of 23 Universities of U.K. The analysis of data had been done by applying various statistical tools of mean, median, mode and Standard deviation. The result of the study revealed that multiple- item measure provides detailed information about the job and it is useful for comparing same aspects of the job whereas single- item measure is very specific and is useful for making comparison between two jobs. Moreover, it also revealed that the single-item measure overestimated the percentage of people satisfied with their jobs and grossly underestimated the percentage of people dissatisfied and show indifference towards their job. It means single item measure presents a rosier picture of job satisfaction than the impression conveyed from the multiple-item measure would justify.

Hickson and Oshagbemi (1999) conducted a study on faculty members of U.K. University to examine the effect of age on the satisfaction of academics with teaching and research as well as the effect of age, gender and rank on their satisfaction with teaching and research. The researcher had used questionnaire designed on seven point Likert scale to collect data from 554 faculty members of 23 Universities of U.K. The analysis of data had been done by applying various statistical tools of descriptive analysis, regression analysis and histogram. The result of the study shows different picture of satisfaction for teaching among teaching academic staff and academic research staff. It shows that for teaching academics with age job satisfaction decreases in teaching whereas for research academics with age job satisfaction increases but at a decreasing rate. It also shows that job satisfaction in teaching and research increases with rank and female faculty members were more satisfied as compared to male faculty members.

Tang and Talpade (1999) conducted a study on faculty members and staff members of South-eastern public university of United States to examine the sex differences in satisfaction with pay and co-workers. The researchers had taken various factors into consideration they were life satisfaction, satisfaction with work, pay, promotion, supervision and co-workers. The researchers had used questionnaire designed on seven point likert scale to collect data from 110 faculty and staff members of South-eastern Public University of United States. The analysis of data had been done by applying various statistical tools of MANOVA, Descriptive statistics. The result of the study revealed that male respondents were highly satisfied with pay whereas female respondents were highly satisfied with co-workers.

Lacy and Sheehan (1997) conducted a study on faculty members of eight nations, namely, Australia, Germany, Hong Kong, Israel, Mexico, Sweden, UK and USA to examine their job satisfaction level. The researchers had taken various factors into consideration they were course taught by faculty, job security, relation with colleagues, prospects for promotion, opportunities to pursue own ideas, way the institution is managed and job as a whole. Moreover, the pattern of job satisfaction is explored in relation to age, gender, income, time fraction, department both globally and across eight nations. The researchers had collected data on 3 point Likert scale from 12,599 faculty members across eight nations. The analysis of data had been done by applying various statistical tools of Descriptive statistics and percentage. The authors also examined the impact of context elements, including working climate and atmosphere, on general levels of job satisfaction. The result of the study revealed that faculty members across the nations were satisfied with their job. However, faculty members of USA were more satisfied in comparison to faculty members of other nations. Faculty members across the eight nations were satisfied with relationship with colleagues, opportunities to pursue own ideas, job security, job as a whole whereas few of them were dissatisfied with opportunities for promotion. On the basis of gender, in most of the nation's males were more satisfied in comparison to females on overall job satisfaction.

Oshagbemi (1997a) conducted a study on faculty members of U.K. University to examine the effect of rank on their satisfaction level as well as the relationship between pay, promotion, physical condition/ working facilities and job satisfaction. The researcher had used questionnaire designed on seven point Likert scale to collect data from 554 faculty members of 23 Universities of U.K. The analysis of data had been done by applying various statistical tools of descriptive analysis, three-way ANOVA and histogram. The result of the study revealed that there exists positive and significant relationship between rank and job satisfaction. It means when rank increases job satisfaction increases automatically. In case of gender, females are more satisfied as compared to males. In case of age, faculty members above 54 years is the most satisfied faculty members. It also reveals that gender alone does not affect the job satisfaction but when it is related with rank it influences job satisfaction of faculty members. It means job satisfaction is significantly related with rank but not with age and gender. Further analyses show that rank by itself and the interaction effect between rank and gender are significantly related to satisfaction with pay, promotions and the physical conditions/working facilities which pertain to UK universities.

Oshagbemi(1997b) conducted a study on faculty members of U.K. University to examine the factors affecting their satisfaction and dissatisfaction as well as outline its implication in the context of Herzberg theory and situational occurrence theory. The researcher had taken various factors into consideration they were teaching, research, administrative and managerial duties, present pay, opportunities for promotion, supervision/supervisor behaviour, co-workers behaviour, physical condition/working facilities and other aspects of job. The demographic factors were age, gender, rank and length of service in higher education and area of discipline. The researcher had used questionnaire designed on seven point Likert scale to collect data from 566 faculty members of 23 Universities of U.K. The result of the study revealed that the same factor contributes to both satisfaction and dissatisfaction. Thus, its findings do not support Herzberg two-factor theory which says that factor affecting job satisfaction is different from factors affecting job dissatisfaction. However, it supports situational occurrence theory which argues that any factor alone can contribute to job satisfaction or dissatisfaction. In order to improve job satisfaction one need to concentrate on both situational occurrence and situational characteristics and both hygiene and motivational factors can be satisfiers or dis-satisfiers.

Winstead et.al (1995) conducted a study on faculty members and staff to examine the relationship between friendships at work or interpersonal relationship with job satisfaction. The researchers had collected the data from 722 faculty and staff members of two universities. The analysis of data had been done by applying multiple regression analysis. The result of the study revealed that faculty and staff members who have better interpersonal relationship with their co-workers and immediate supervisors report higher job satisfaction. Wish to spend time with friend and exchange orientation negatively influence job satisfaction.

Pfeffer and Langton (1993) conducted a study on faculty members of to examine the effect of wage dispersion on satisfaction, productivity and collaboration. For the present study the researchers had used the data from Carnegie Commission's survey of college and University faculty. The result of the study revealed that the greater the wage dispersion within the academic department the lower the level of faculty satisfaction, research productivity and that faculty member will collaborate less on research. Moreover, wage dispersion has a smaller negative effect on job satisfaction of faculty members who were working in private colleges and Universities in which salaries are less likely to be known. The negative effects of wage dispersion on satisfaction are reduced for people who were more committed and have longer tenure, have developed scientific paradigms, and when salaries are based more on experience and scholarly productivity, but they are greater for those who earn comparatively less money. Wage dispersion has a smaller negative effect on satisfaction in private colleges and universities in which salaries are less likely to be known.

CONCLUSION

This research article summarizes the work done by various researchers on the topic job satisfaction of academicians of Higher Educational Institutions outside India after reviewing literature from research papers, related article, organizational report, thesis, and literature available on internet. Thus it presents perspective of various researchers on the topic job satisfaction. They found job satisfaction a very critical aspect because it is different from person to person and place to place. That is why nothing can be standardized about it with surety. It can be concluded that though lots of research work has been done on Job satisfaction of academicians of Higher Educational institutions outside India but still lots of research work can be done on it. This article will open new vistas for research and very helpful for upcoming researchers and the present researchers.

Thus it can be concluded that Job satisfaction of academicians is very important topic of research since last decade till now. It occupies very important place because it affects the performance of faculty members and quality of education everywhere. This research paper also reveals that there are different factors which affect job satisfaction of faculty members. It is the responsibility of institutes or college management to play active role in analysing what affects their faculty job satisfaction and in taking action against it, in order to retain talented faculty members in their institutes. This paper highlights that though lots of research work has been done on Job satisfaction of Teachers of Higher Educational institutions outside India but still lots of research work can be done on it. This article will open new vistas for research and very helpful for upcoming researchers and the present researchers.

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