

Job Satisfaction of Administrative Staff of Higher Educational Institutions: Public and Private Universities of Sylhet City

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Abstract

The purpose of this study was to explore the level of job satisfaction among administrative staffs of public and private universities of Sylhet, Bangladesh. The study was descriptive in nature where stratified probabilistic sampling was used for selecting representative respondents. Relevant data were collected from them through a questionnaire. Simple statistical methods are used to analyze the collected data. Results of this study indicate that employees serving in public universities are more satisfied as compared to the employees working in private universities. Private sector universities provide greater opportunities to the employees in terms of salary. But job security, working facilities, relationship with co-worker are greater in public universities. This study is limited to the educational sector. So the result cannot be generalized to other industrial sector of the economy. The study offers practical suggestions to the human resource management of educational and other similar institutions.

Keywords: Job satisfaction, Private, Public, University, Administrative staffs.

Introduction

Many researchers and HR consultants have acknowledged the importance of manpower in smooth operation of any organization. Universities are considered as highest source of knowledge acquisition and creation and which supply the specialist manpower in different fields of life. A high quality administrative staff is the cornerstone of successful education system. Therefore, it is important to pay attention to job satisfaction of the administrative staffs. A positive and healthy university structure results in increased job satisfaction of the administrative staff. A healthy university environment will not only increase the job satisfaction of administrative staffs' but also it will at the same time improve the learning environment and productivity of the university.

Job satisfaction can be defined as the positive attitude of employees in any job that increases and can be assessed in overall aspects and in different specific aspects of job. The productivity is the result of availability of different positive factors of the job.

There is an imperative role of higher education in the success of any nation. In higher education, its administrative staff plays a vital role. Only when the administrative staffs are satisfied with their job, they can enhance the intellectual and potential of dynamic work. Job satisfaction of

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administrative staffs is based on a variety of factors like personal factors, social support systems, and health or fitness of faculty.

Universities in Bangladesh are mainly categorized into three different types: Public (government owned and subsidized), Private (private sector owned universities), and International (operated and funded by international organizations such as the Organization of Islamic Cooperation). The administrative staffs of the university are responsible for administrative and financial performance of the institution. The administrative staffs are directly involved in the implementation of strategic solutions of management and finance and they directly communicate with customers. The administrative staffs consisted of number of job categories such as Office Assistant, Lab Attendant, Computer Operators, Junior Section Officer, Assistant Administrative Officer, Junior Accounts Officer, Section Officer, Administrative Officer, Accounts Officer, Assistant Registrar, Assistant Director, Assistant Librarian, Assistant Controller, Deputy Registrar, Deputy Librarian, Deputy Director, Deputy Controller, Director, Librarian, Controller, Registrar etc. They represent different levels in public & private universities organizational hierarchy. There are various differences in Job Satisfaction between Public and Private Universities administrative staffs.

Very few studies have been done on job satisfaction of administrative (non academic) university employees and hardly any in Bangladesh. This study was done to find out Job Satisfaction level of administrative staffs of Public and Private Universities in Bangladesh.

Objectives of the Study

The general objectives of the study are to explore the job satisfaction of administrative staffs of Public and Private Universities of Sylhet, Bangladesh.

The specific objectives:

1. To identify the satisfaction level of the administrative staffs regarding different elements of job such as supervision, relationship with co-workers, compensation, working facilities and job security.
2. To compare the job satisfaction levels of administrative staffs of private and public universities.
3. To rank the different aspects of job of private and public universities regarding different aspects.
4. To suggest some ways to improve the job satisfaction of the administrative staffs.

Literature Review

Job satisfaction is one of the important issues for organization and researchers (Locke & Latham, 2000). It is an important aspect of employees' work life (Ayub, 2010) and found as closely related with leadership, morale, motivation and performance etc. So the researches on job satisfaction take different dimensions. The determinants of job satisfaction include pay, work, promotion, supervision, environment and relationship with co-workers (Sokoya, 2000); pay, work, co-workers, and environment (Decenzo and Robbins, 1998); adequate equipment, required resources,

training opportunities and reasonable workload affect teachers' job satisfaction (Ellickson and Logsdon, 2001); attitude to the job, relations with co-workers, supervision, company policy and support, promotion, and pay (DeVane and Sandy, 2003); work itself, supervision, pay, promotion, co-workers etc. (Judge and Church, 2000); pay, promotion, work, supervision and fellow workers (Luthans, 2005); Appreciation, Communication, Co-workers, Fringe benefits, Job conditions, Nature of the work, Organization, Personal growth, Policies and procedures, Promotion opportunities, Recognition, Security, and Supervision (Spector, 1997).

According to the findings of Bowran and Todd (1999), employees' performance is positively correlated with job satisfaction. It improves the performance of employees and has positive effect on other aspects of employees' individual lives. Hackman & Oldham (1980) found that a higher job satisfaction increases productivity, reduces absenteeism and employee turnovers.

According to Bassett (1994), Young et al. (1998) and Brainard (2005), it was not proved by researches that pay alone improves employee's satisfaction or reduces dissatisfaction. Grace and Khalsa (2003) identified professional development and salary packages as the most important job satisfaction factors in the higher educational institutions.

The study of Khalid and Irshad (2010) revealed that employees of public sector organizations are more satisfied with job security as compared to the Private sector organizations. Morris et al. (1993) reported that increases in job security will result in greater organizational commitment. Iverson (1996) reached similar conclusion. Rosenblatt and Ruvio (1996), Ashford et al., (1989) also studied the effect of job insecurity on work attitudes of employees. Results revealed that job insecurity had adverse effect on organizational commitment and employee's performance.

From the review of literature, it is found that different factors are contributing towards the public and private level universities. Among these factors there are pay, promotion, and contingent reward, nature of work, working condition, fringe benefits, supervision, and communication. Therefore, in designing a study to explore the job satisfaction level of Private and Public Universities' administrative staffs, it is crucial to reflect on the factors affecting job satisfaction.

Research Methodology

Research Design

The research is to study the job satisfaction of administrative staffs of public and private universities. So, it is descriptive in nature. This research is designed to carry out through structured questionnaire in survey method.

Sampling Design

To take the opinion of the administrative staffs including Office Assistant, Lab Attendant, Computer Operator, Junior Section Officer, Assistant Administrative Officer, Junior Accounts Officer, Section Officer, Administrative Officer, Accounts Officer, Assistant Registrar, Assistant Director, Assistant Librarian, Assistant Controller, Deputy Registrar, Deputy Librarian, Deputy Director, Deputy Controller, Director, Librarian, Controller and Registrar (not other employees such as peons, guards, drivers, cleaners etc) the researchers have used stratified probabilistic

sampling to ensure the representation of administrative staffs of different layers. The sampling frame was settled on the administrative staffs of universities of Sylhet, Bangladesh.

Research Variable

In this study overall job satisfaction has been identified as the dependent variable. Independent variables used in the study are satisfaction with working environment, pay, relationship with co-workers, supervision, working facilities, and satisfaction with job security.

Reliability and Validity Test

Cronbach's alpha coefficient is a statistical tool, to find out the internal consistency of the instrument used for data collection. The overall reliability as found by Cronbach Alpha of six determining variables of job satisfaction was 0.7. It indicates the reliability of the study. To know the validity of the study, the researchers ask the validity of questionnaire to three professors of management. Their positive reply ensures the researchers about the validity of the study.

Data Collection

The primary data were collected from the respondents of different strata of administrative staffs through a questionnaire. The data were collected from four universities; two belong to public sector (Shahjalal University of Science and Technology and Sylhet Agricultural University), other two belonging to the private sector. Sylhet International University and Leading University, Sylhet. To identify and compare the job satisfaction levels of administrative staffs, a questionnaire comprising different items relating to six basic job satisfaction factors and several demographic questions was constructed. The respondents were given a written guarantee of confidentiality for information. Likert scale is used in job satisfaction related questions. Participants were asked to show their opinion in different aspects by selecting from five options: Highly satisfied to highly dissatisfied. This choice reflects the agreement or disagreement in particular concept accurately because of five available options; Highly satisfied (5), Satisfied (4), Indifferent (3), Dissatisfied (2), Highly dissatisfied (1). The respondents can select an option best representing their feelings.

The questionnaire was split into two sections: demographic and job satisfaction. The demographic questions in the study included name (optional), age, marital status, number of kids, rank/designation, division/department, institute, educational qualification, gender, monthly income, and length of service in present university. Answers to these questions provide a good feature of respondent's background. The job satisfaction covers job facets such as job itself, working environments, supervision, and relationship with co-workers, pay, working facilities and job security.

The research was designed to collect primary data from 125 administrative staffs. Accordingly, questionnaires were distributed to said respondents but were returned from 101 respondents. The incomplete questionnaires from 18 respondents were cancelled and 83 were processed for that research.

The secondary data were collected from the website, newspapers, journals and recorded data of universities etc.

Interpretation of Data

The data was processed by SPSS 19 and Microsoft Excel 2007 to get the outputs in desired ways. These outputs are interpreted by the researchers to get more insights in the research. Some recommendations are made from these interpretation and logical viewpoints of the researchers.

Findings and Discussion of the Research: The profile of the respondents is given in Table 1

Table 1: Profile of Respondents

Category	Feature	N=83		Category	Feature	N=83	
		Frequency	Percentage %			Frequency	Percentage %
Gender	Male	59	70.24	Ownership	Public	47	55.95
	Female	24	28.57		Private	36	42.86
Age	Below 30	53	63.10	Education	Upto HSC	6	7.14
	30-40	16	19.05		Undergraduate	19	22.62
	Above 40	14	16.67		Graduate	58	69.05
Designation	Office Assistant	24	28.57	Monthly Income	Less than 15000	14	16.67
	Junior Section Officer	21	25.00		15000-30000	39	46.43
	Section Officer	24	28.57		30000-45000	16	19.05
	Assistant Registrar	12	14.28		45000-60000	7	8.33
	Deputy Registrar	8	9.52			7	8.33
	Registrar	4	4.76				

Source: Field Survey conducted in January-March, 2014

The table I shows the distribution of respondents by gender, age, rank, institution, education, and monthly income. The distribution of gender shows that 70.24% of respondent were male and 28.57% female. Most respondent held Graduate, while 69.05% held Graduate degree, nearly 22.62% had Undergraduate and 7.14% were up to HSC. The distribution of institution shows that 55.95% of respondents were in public universities and 42.86% respondents were in private universities.

The discussion in this study is focused on differences between private and public sector universities' administrative staffs on job satisfaction. The group designated as public and private universities' administrative staffs were 83: 59 males, 24 females. The group comprised 24 Office Assistant, 21 Junior Section Officer, 24 Section Officer, 12 Assistant Registrar, 8 Deputy Registrar, and 4 Registrar or equivalent positions. The average pay per month of 16.67% respondents is less than tk. 15000, 46.43% respondents is within tk. 15000-30000, 19.05% respondents is within tk. 30000-45000, and 8.33% respondents is within tk. 45000-60000. The distribution of respondents shows that the number of male was greater than the number of female between public universities and private universities.

The demographic data reveals that respondents with highest educational qualification are getting compensation on an average salary level of the country. They are selected proportionately from

the public and private institutions. The dominance of male over female in the respondents is also proportionate in the composition of male and female of the total of administrative staffs. Most of the respondents in their age of below 30 prove that they are almost in the beginning of their career. This is also consistent with the age categories of existing employees. As the employees are getting average compensation in their beginning of their career, so their opinion regarding different aspects of job satisfaction is supposed to be bias-free. If they are mostly dissatisfied with their compensation, then other factors of job may not properly considered by them.

Table 2: Working environment and Job Satisfaction of Administrative Staffs

Institution	Highly Satisfied %	Satisfied %	Indifferent %	Dissatisfied %	Highly Dissatisfied %	Total %	Mean	t-statistics	Df	Sig. (2 tailed)
Public	0.00 %	37 %	43 %	13 %	7 %	100 %	3.10	.404	81	.344
Private	16 %	42 %	33 %	9 %	0.00 %	100 %	3.65			

Source: Field Survey conducted in January-March, 2014

Table 2 represents the percentage of showing highly satisfied, satisfied, somewhat satisfied, dissatisfied and highly dissatisfied of universities' administrative staffs towards working environment. It can be observed from the table that almost 37% of the respondents of public universities' administrative staffs were satisfied, 43% of the respondents were Indifferent towards working environment. About 20% of the respondents indicated dissatisfied or highly dissatisfied with their working environment. Whereas, the administrative staffs of private universities were 16% highly satisfied, 42% of the respondents were satisfied, 33% of the respondents were somewhat satisfied, and about 9 % indicated dissatisfied or highly dissatisfied with working environment. The result represents that working environment in public university (3.10) is limited than private university (3.65). But the t-test reveals that there is no significant difference between the satisfaction of administrative staffs of private and public university regarding working environment (t-value=.404, df=81 and p-value=.344>.05).

Table 3: Impact of Supervision on Job Satisfaction of Administrative Staffs

Institution	Highly Satisfied %	Satisfied %	Indifferent %	Dissatisfied %	Highly Dissatisfied %	Total %	Mean	t-statistics	Df	Sig. (2 tailed)
Public	2 %	27 %	46 %	15 %	10 %	100 %	2.96	.407	81	.221
Private	7 %	45 %	40 %	6 %	2 %	100 %	3.49			

Source: Field Survey conducted in January-March, 2014

Data in Table 3 show that administrative staffs of private university are more satisfied, Indifferent or highly satisfied with the supervision they get (92%) compared to public university (75%). It also shows that administrative staffs of public university are more dissatisfied, or highly dissatisfied with the supervision they get (25%) compared to private university (8%). The administrative staffs in public universities may see their managers more inefficient than the manager of private universities because of heavy paper work and procedural responsibilities

resulting from the bureaucratic structure in Govt. owned universities. The t-statistics (t-value=.407, df=81, p value=.221>.05) verify no significant difference between the supervision qualities of private and public universities in 5% significance level.

Table 4: Impact of Relationship with Co-Workers on Job Satisfaction of Administrative Staffs

Institution	Highly Satisfied %	Satisfied %	Somewhat Satisfied %	Dissatisfied %	Highly Dissatisfied %	Total %	Mean	t-statistics	Df	Sig. (2 tailed)
Public	10 %	46 %	38 %	5 %	3 %	100 %	3.61	.488	82	.209
Private	12 %	49 %	36 %	2 %	1 %	100 %	3.69			

Source: Field Survey conducted in January-March, 2014

Table 4 represents the percentage of showing highly satisfied, satisfied, somewhat satisfied, dissatisfied and highly dissatisfied of university administrative staffs with co-worker's relationship each other. It can be observed from the table that almost 10% of public university administrative staffs were highly satisfied with their co-worker's relationship with each other. About 46% of the respondents were satisfied, 38% of the respondents were somewhat satisfied, and about 8 % indicated dissatisfied or highly dissatisfied with co-worker's behavior. Whereas, the administrative staffs of private university were 12% highly satisfied, 49% of the respondents were satisfied, 36% of the respondents were somewhat satisfied, and about 3 % indicated dissatisfied or highly dissatisfied with co-workers relations. Generally, political and ideological grouping in public universities are higher as compared to private universities. So, the average of satisfaction level in Likert Scale is found a bit higher in private universities than public universities regarding relationship with co-workers. The t-value is found as .488 in df=81 that proves that there is no significant difference between the satisfaction level of staffs of both universities in this respect (p value=.209>.05).

Table 5: Impact of Compensations on Job Satisfaction of Administrative Staffs

Institution	Highly Satisfied %	Satisfied %	Somewhat Satisfied %	Dissatisfied %	Highly Dissatisfied %	Total %	Mean	t-statistics	Df	Sig. (2 tailed)
Public	6 %	17 %	24 %	33 %	20 %	100 %	2.56	.329	82	.372
Private	10 %	32 %	31 %	16 %	9 %	100 %	3.12			

Source: Field Survey conducted in January-March, 2014

Table 5 presents the percentage of showing highly satisfied, satisfied, somewhat satisfied, dissatisfied and highly dissatisfied of university administrative staffs towards pay. 47 % of public university administrative staffs are satisfied, highly satisfied or Indifferent to their pay. Over 53% of administrative staffs indicate that they are dissatisfied or highly dissatisfied with their pay. While about 73% private university administrative staffs reported that they are satisfied, highly satisfied or Indifferent to their pay. Over 25% of administrative staffs indicate that they are dissatisfied or highly dissatisfied with their pay. However, it is not surprising to know the private university administrative staffs' satisfaction (73%) with their pay. Public university administrative

staffs are found less satisfied since their pay is lower than their private sector counterpart. But the difference in satisfaction level in respect of compensation between them is not significant (t-value= .329, df=81, p-value=.372).

Table 6: Impact of Working Facilities on Job Satisfaction of Administrative Staffs

Institution	Highly Satisfied %	Satisfied %	Somewhat Satisfied%	Dissatisfied %	Highly Dissatisfied %	Total %	Mean	t-statistics	Df	Sig. (2 tailed)
Public	18 %	51 %	20 %	9%	2 %	100 %	3.74	.218	82	.370
Private	0.00 %	9 %	20 %	44 %	27 %	100 %	2.11			

Source: Field Survey conducted in January-March, 2014

Table 6 shows responses to questionnaire items exploring attitudes of administrative staffs towards working facilities like promotion policy, provident fund and gratuity, transportation, photocopy and printer amenities, your office, sports centers etc. Administrative staffs of public university reported 89% satisfaction with working facilities of university, whereas private university respondents feel that opportunity for working facilities are limited and reported only 29% satisfaction. Administrative staffs of public university reported 13% dissatisfaction with working facilities of university, whereas private university respondents feel that working facilities in their work place are limited and reported 71% dissatisfaction. The average satisfaction level of public university is higher than the staffs of private universities. But the t-value proves no significant difference between them (t-value=.218, df=81 and p value=.370>.05)

Table 7: Impact of Job Security on Job Satisfaction of Administrative Staffs

Institution	Highly Satisfied %	Satisfied %	Somewhat Satisfied%	Dissatisfied %	Highly Dissatisfied %	Total%	Mean	t-statistics	Df	Sig. (2 tailed)
Public	54 %	34 %	6 %	6 %	0.00 %	100 %	4.36	.205	82	.401
Private	0.00 %	11 %	13 %	35 %	41 %	100 %	1.94			

Source: Field Survey conducted in January-March, 2014

From the results of Table 8 administrative staffs in public sector universities feel a greater level of satisfaction or highly satisfaction (94%) from “Job security” compared with their private (24%) sector university counterpart. Administrative staffs in public sector universities feel a lower level of dissatisfaction or highly dissatisfaction (only 6%) from “Job security” compared with their private (76%) sector university counterpart. The fear of job insecurity may be due to the uncertain, frequently changing personal policies job in both sectors. The result clearly represent that job security in Public Sector University is greater than the private sector university. The average satisfaction level of administrative staffs of public universities is higher than that of private universities. But the difference is not significant as proved by t-test (t-value=.205, df=81, p-value=.401>.05)

Table 8: Comparison between Job Satisfaction in Public and Private Universities

Job Satisfaction Aspects	Public M	Private M	t-value	Sig. (2-tailed)
Working environment	3.10	3.65	0.404	0.344
Supervision	2.96	3.49	0.407	0.221
Relationship with co-workers	3.61	3.69	0.488	0.209
Pay	2.56	3.12	0.329	0.372
Working Facilities	3.74	2.11	0.218	0.370
Job Security	4.36	1.94	0.205	0.401

Source: Calculation on primary data

Table 8 represents the independent sample t-test results to see the difference in both the groups; private and public sector universities with alpha level of 0.05.

The t-test results revealed that in general there was no significant difference in the various aspects of job satisfaction of administrative staffs of public and private universities. It seems from the statistics that administrative staffs working in both groups have job satisfaction with no significant differences regarding different aspects of job satisfaction.

Results showed that private sector administrative staffs are more satisfied with their salary packages, working environment, relationship with co-workers and supervision quality than public universities' administrative staffs. There is a general perception that private sector pays higher their employees than public sector and the job security of Public Sector University is greater than Private Sector University. It is found that private sector employees are a bit higher satisfied in terms of relationship with co-workers, working environment, supervision and pay. But the facilities to work along with job security of private universities provide lower satisfaction to their administrative staffs, though these differences are not significant.

Table 9: Ranking of Job Satisfaction of Administrative Staffs of Private and Public Universities

Public Sector Universities			Private Sector Universities		
Rank	Aspects	M	Rank	Aspects	M
1	Job Security	4.36	1	Relationship with co-workers	3.68
2	Working facilities	3.74	2	Working Environment	3.65
3	Relationship with co-workers	3.61	3	Supervision	3.49
4	Working Environment	3.10	4	Pay	3.12
5	Supervision	2.96	5	Working facilities	2.11
6	Pay	2.56	6	Job Security	1.94

Source: Calculation of primary data from field Survey

Ranking of six aspects of job satisfaction (Table 9) in public sector shows that participants are more satisfied with Job Security (rank 1) and working facilities (rank 2).

Ranking in private sector universities (Table 10) shows that administrative staffs are very satisfied with their relationship with co workers (rank 1) and working environment (rank 2). Here the relationship with co-workers aspect is ranked number one (mean 3.68), whereas it was ranked number four in public sector (mean 3.10) with smaller difference. The aspect of pay is ranked very low by public sector university and job security in Private Sector University (both in rank 6).

The study established the general concept that private sector offers good salaries to their employees rather than Public Sector University but the difference in satisfaction of staffs in this regard is insignificant.

Overall Discussion: To meet the objectives of the research, six important factors of job satisfaction is considered in this paper; Job Security, Working Facilities, Relationships with Co-workers, Working Environment, Supervision and Compensation. The level of satisfaction on different aspects was measured by Likert five point scales in this research. The administrative staffs perform the supporting services to the salesmen (teachers) in providing the services to the customers (students). From enrollment to awarding certificates they are playing important roles. So their satisfaction in jobs is important in uplifting the quality of services of the higher educational institutions. Public Universities are free from financial limitations in employing required number of employees in different posts. They can provide different facilities to the staffs and ensure an environment suitable for establishing and maintaining better relationship with co-workers because of better job description and demarcation of authorities and responsibilities. It is possible because of employment of sufficient number of employees for discharging different duties in such institutions. But the average points of satisfaction in Likert scale is seen higher in those factors among the staffs of private universities than those of public universities. Satisfaction on working environment is found as more conducive in private universities (mean 3.65) than that of public universities (mean 3.10). This may be because of inefficient management and supervision in public universities like other public enterprises of developing countries. In the private universities, all are driving toward better performance under efficient management that leads to a better working environment. The quality of supervision is found a bit better in private universities as the average satisfaction level shows (mean 3.49 against 2.96). The credits should go to better management of private universities. Total compensation of private universities give a bit higher satisfaction to their administrative staffs than in public universities (mean 3.12 against 2.56). Management of private universities always thinks of optimum use of its resources, so working facilities provided to the employees is found as less satisfactory to them (mean 2.11 against 2.96). Private university authority takes no more time to retrench any employee for poor performance. Additionally, pensions and other benefits are not sufficiently available in private universities. So the staffs are less satisfied with job security in private universities than in public universities (mean 4.36 against 1.94). The satisfaction level of administrative staffs of public universities is found a bit higher than the staffs of private universities in some aspects. But the staffs are found satisfied above average level in both type of universities in most of those aspects. The differences are not found significant between public and private universities' administrative staffs. So it can be concluded that the satisfaction level on the said aspects between the administrative staffs of public and private universities is almost same. But it should be increased.

Conclusion

The administrative staffs of private and public universities are found satisfied with their job in above average level in all the aspects studied. But these levels should be increased to get better performance to support the education service to the students. Some of the aspects in both private and public universities should be addressed more. Private universities should consider the job securities of employees with greater importance as the lack of it may increase frustration among the employees even though having satisfaction with other factors. Public universities should ensure better management with accountability and responsibility in all tiers.

Managerial Implications

The different factors of satisfaction of administrative staff should be addressed properly to increase at their highest level. Management should consider all the factors properly. The importance of some factors should be emphasized more as the overall satisfaction level may fall alarmingly because of those factors. The job security of employees of every private enterprise should be considered highly.

The limitations of public enterprises in job satisfaction fell upon the inefficient management and supervision. So, proper management practices are the core demand for increasing job satisfaction in public universities. Not only educational institutions, but all public enterprises should give more emphasizes on that issue.

Limitations of the Research: The sample and sampling frame is the major limitations of that study. Some vital elements of job satisfaction were not studied as performance appraisal, promotion, leave provisions and others.

Further Research: Further research by increasing the sampling frame and sample size is to be done to impose the findings of the research on all the staffs of higher educational institutions of Bangladesh. Further, inclusion of other factors in such research gives more insights of job satisfaction. The employees of other industries may be used as sample for further research.

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