

## Job Satisfaction among University Faculty in Khyber Pakhtunkhwa Pakistan

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### Abstract

The current study intends to examine the job satisfaction among the government universities' faculty in Khyber Pakhtunkhwa, Pakistan. Two stage cluster random sampling is used to identify teachers for taking information. Five clusters (universities) are selected in the first stage. Then, education departments within universities are considered as clusters in the second stage of sampling. A structure questionnaire is distributed among them. The data analysed by SPSS version 19. Analysing the job satisfaction level, we find 48% of faculty members highly satisfied. Moreover, 33% faculty members are moderate satisfied, 13% are low satisfied, 4% are un-satisfied, and 2% are highly un-satisfied. The job satisfaction level is also investigated for each university individually, and for different ages of faculty. To identify the significant factor affecting the job satisfaction level of the university's faculty the ordinal logistic regression model is used. The model shows that salary, workload, and facilities are significantly affecting the job satisfaction of the faculty. Considering the results of the study, it is recommended that salary of the faculty member should be high, workload should be decreases, and required facilities should be provided.

**Keywords:** Job Satisfaction, Universities, Cluster Sampling, Logistic Regression, Significant Factors.

### Introduction

Education is an important asset and key factor of human development. A large share of budget has spent on education sector worldwide by government and states to achieve the millennium development goal of education. The purpose of spending on education is to prepare human being to technical revaluation globally (Battle & Lewis, 2002). The goal of education is to increase productivity of human being and to improve their quality of life. Also, it improves skills of students, and they can develop new source of earning which is finally fruitful for whole mankind (Saxton, 2000). These goals can be achieved by ensuring some factors in education institutions. The job satisfaction's level of teachers is an important indicator for successful educational institute. This level backed by the number of factors like salary, promotion, residential facility, low workload, and over all environment of the institution. The high performance of teachers requires such satisfaction which positively influences teaching effectiveness and resultantly on students learning.

According to Amin et al. (2021) job satisfaction of faculty in university is one of the crucial indicators of students' success. Satisfied faculty love their work more, improving the students' skills which lead them successful career. McNaughtan (2022) identified that faculty job satisfaction is closely related to the autonomy of the faculty in their work. Hesampaur et al. (2016) studied the factors affecting faculty job satisfaction level. They found that dimensions of job nature, gender, salaries and wages are significantly related to satisfaction of the faculty.

Tentama et al. (2021) found that, transformational leadership style, partially transformational leadership style and employability play very significant role in influencing job satisfaction. In another study by Al-Smadi and Qblan (2015) highlighted that gender, teaching experience and college type are main factor affecting job satisfaction level among university teachers. Munawar et al. (2020) identified some other factors related to job satisfaction of the university teachers like, organization,

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safety security, pay, working condition, policies and practices, relationship with co-workers. Some other studied are conducted to identify the factors responsible for job satisfaction level of the faculty, see Bozeman and Gaughan (2011), Ch et al. (2013), Cerci and Dumludag (2019).

The role of teachers in education sector for human development is vital. The teachers can perform well when satisfied from their job. In the present study a step is taken in order to estimate the job satisfaction level among faculty at universities in Khyber Pakhtunkhwa. This step can motivate the researcher for future study.

The main objective of the study is as given,

- i. To estimate the proportion of satisfied and unsatisfied faculty at universities in Khyber Pakhtunkhwa.
- ii. To investigate the faculty satisfaction level university wise and age wise.
- iii. To identify significant factors responsible for job satisfaction level of the faculty at universities in Khyber Pakhtunkhwa.

**Methodology**

Target population consist faculty members of government universities in Khyber Pakhtunkhwa. In order to select the faculty members from the university, two stage cluster sampling method is applied. Through cluster sampling method, we identified five universities randomly from the government universities of the Khyber Pakhtunkhwa; University of Malakand (UOM), University of Swat (UOS), University of Abdul Wali Khan (AWKUM), University of Hazara (UOH) and University of Agriculture (UOA). Education departments considered as second stage clusters. Finally, the respondents are identified from the selected education departments.

A well-designed questionnaire exercised among the selected samples. Total of 200 questionnaires distributed, 159 faculty members filled and returned the questionnaires. The remaining 41 faculty members either absent or not respond to the questionnaire.

In order to identify the significant factors influencing job satisfaction of faculty members, the ordinal logistic regression model is applied. The reason of using such regression model over classical regression mode is that dependent variable (job satisfaction level) is ordinal in nature.

**Result**

The sample consists of 159 faculty members of five universities of Khyber Pakhtunkhwa. Table 1 describes that among all selected faculty members, 76(48%) highly satisfied from their job, 52(33%) moderate satisfied, 21(13%) low satisfied, 7(4%) unsatisfied from their job. Further, the Table 3.1 reveals the job satisfaction level for each university. The UOM consist of 31(53%) highly satisfied, 22 (37%) moderate satisfied, 2(03%) low satisfied, 3(05%) unsatisfied, 1(02%) highly unsatisfied, faculty members from their job. In UOS, 15(37%) of the faculty member are highly satisfied, 8(28%) moderate satisfied, 2(07%) low satisfied, 1(04%) unsatisfied, and 1(02%) highly unsatisfied from their job. The AWKUM results show that 17(61%) are highly satisfied, 8(28%) moderate satisfied, 2(07%) low satisfied, 1(04%) unsatisfied, and no one is highly unsatisfied. Less number of AUP faculty members 6(27%) are highly satisfied, 5(22%) moderate satisfied, no one is found low satisfied, unsatisfied and highly satisfied. The results of UOH shows high percentage of highly satisfied faculty i.e 7(78%), 2(22%) moderate satisfied, and no one found low satisfied, unsatisfied, and highly unsatisfied. The faculty members UOH are more satisfied (77.78 %) than faculty members of other Universities. While low satisfaction level is found in University of Agriculture Peshawar. In this University, 50% are satisfied from their job, and same number of faculty is unsatisfied. Further, the Table 1 also shows that 59 faculty members from UOM, 41 from UOS, 28 from AWKUM, 22 from AUP, 09 from UOH, are selected for taking information.

**Table 1 University Wise Job satisfaction of Faculty Members**

	Universities					
	UOM	UOS	AWKUM	AUP	UOH	Total
Highly Satisfied	31(53%)	15 (37%)	17 (61%)	6 (27%)	7 (78%)	76 (48%)
Moderate Satisfied	22 (37%)	15 (36%)	8 (28%)	5 (22%)	2 (22%)	52 (33%)
Low Satisfied	2 (03%)	8 (19%)	2 (07%)	9 (40%)	0 (00%)	21 (13%)
Unsatisfied	3 (05%)	2 (05%)	1 (04%)	1 (05%)	0 (00%)	7 (04%)
Highly Unsatisfied	1 (02%)	1 (02%)	0 (00%)	1 (04%)	0 (00%)	3 (02%)
Total	59	41	28	22	9	159

Table 2 shows that among those faculty members who have age less than 35 years, 38(45%) are highly satisfied, 29(34%) are moderate satisfied, 15(18%) are low satisfied, 2 (2%) are unsatisfied,

and 1(1%) are highly unsatisfied. Moreover, among those faculty members who have age range 35 to 45, 35(51%) are highly satisfied, 22(32%) are moderate satisfied, 6(9%) are low satisfied, 4(6%) are unsatisfied, and 2(3%) are highly satisfied. Finally, the satisfaction level of faculty members having age greater than 45 are; 2(40%) highly satisfied, same number are moderate satisfied, no one is low satisfied and unsatisfied, 1 (20%) highly unsatisfied.

**Table 2 Age wise job satisfaction of faculty of the universities**

Job Satisfaction	25 to 35	35 to 45	Above 45	Total
Highly Satisfied	38(45%)	35(51%)	02 (40%)	76
Moderate Satisfied	29(34%)	22 (32%)	02 (40%)	52
Low Satisfied	15 (18%)	06 (09%)	00 (0%)	21
Unsatisfied	02 (2%)	04 (6%)	01 (20%)	7
Highly Unsatisfied	01 (1%)	02 (03%)	00 (00%)	3
Total	85	69	5	159

Results of the ordinal regression model are shown in Table 3. Forward elimination method is used for specification of the model. Finally, salary satisfaction ( $p < 0.05$ ), workload ( $p < 0.05$ ), and facilities ( $p < 0.05$ ) are found significant independent variables.

**Table 3 Result of Ordinal Logistic Regression Model**

	Estimate	Std. Error	P values
Constant	3.485	0.540	.000
Salary Satisfaction	0.646	0.167	.000
Workload	-0.913	0.215	.000
Facilities	0.370	0.202	.047

The table 3 shows that the salary satisfaction and facilities have positive sign showing positively relation with dependent variable job satisfaction level. Thus as these factors increases the faculty become more satisfied. The workload has negatively sign in ordinal regression model which shows the inverse relationship between workload and job satisfaction level.

**Discussion**

The job satisfaction of faculty members and salary satisfaction are significantly related. Most of the faculty members want promotion to the higher grads which ultimately increase their salary. This result is match to Du and Lo (2010).

In this study workload affection the job satisfaction level of faculty members. The job satisfaction level and workload are negatively related, that is, as the workload of the faculty member increases the satisfaction level decrease. These variables are moving in opposite direction; therefore, they are negatively related. This result is similar to Ortan et al. (2021) and Toropova et al. (2021).

Faculty members need facilities like, residence in campus, transport, establish offices, stationary, laptop, and printer. Lake of such facilities affects the job satisfaction level of the faculty members. The more the administration provides such facilities to the faculty members the higher will be the satisfaction level. Therefore, facilities and job satisfaction are positively related as they move on the same direction, increasing one variable result increasing another variable and vice versa. This result also found by Du and Lo (2010).

**Conclusion and Recommendation**

This study investigated the job satisfaction level of the university faculty members. Also, the factors influencing the job satisfaction are estimated. Job satisfaction level of the faculty members is shown combine as well as for each university. The age wise job satisfaction is also presented. It is concluded that middle age of faculty is found highly satisfied. In order to investigate the factor effecting job satisfaction the ordinal logistic regression is used which shows that salary, workload and facilities provide to the faculty members are significantly related to the satisfaction. It is recommended that salary of the faculty members should be high, concentration should be given on workload and facility provided to them that the satisfied faculty members can work more and can change the destiny of the nation. Moreover, this study can be extended by taking more sample size.

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