ABSTRACT

The present empirical investigation was aimed to study the problem entitled “A Comparative Study of Job Satisfaction among the Employees of Aligarh Muslim University, Aligarh (India) and Payame-e-Noor University (Iran)”. Since there is an increasing importance as well as cry for improving job satisfaction based on the philosophy and approach of work humanization, so there was and still is a need of time that determination of job satisfaction level and the various determiners and biographical variables as a whole be explored to see their impacts on the job satisfaction.

Keeping in view the purpose of the present research various comparison groups were formed on the basis of cut points and medium.

Biographical variables are independent variables whereas job satisfaction is the dependent variables. Each group of employees (teachers and non teachers) was divided into high and low (or less and more, ECT) groups in nine categories in terms of biographical variables.

Also level of job satisfaction was measured compared with average and was determined the nature of job satisfaction within five dimensions for both the universities. The entire empirical work on the problem has been presented under seven different chapters.

In chapter I the environmental scanning of both India and Iran (all relevant constitutes of social, economic, political, legal and cultural environment) have been explained. Where in chapter II profile of Aligarh Muslim University (AMU) Aligarh (India) and Payam-e-Noor University (PNU) Iran have been described. Chapter III comprehensive details of the survey of literature are presented which were divided into two parts: (A) job satisfaction – A conceptual framework, (B) researches conducted on job satisfaction. Chapter IV has been meant for describing methodology, research design where the steps taken in carrying out the investigation have been enumerated.

The chapter discusses the details of the sample comprehensively. It is witnessed from the study that the sample of AMU (India) were 514 (teachers =
160, non-teachers = 354) and sample of PNU (Iran) employees were 268 (teachers = 51, non-teachers = 217) that randomly chosen for investigation. Having given the emphasis on sample, tools and techniques used, were discussed. Job satisfaction scale has been developed by Kromm and Mysocki (2002) and also by Stephen Robbins (2003) which is well known and highly standardized used for measuring job satisfaction. There were 41 items in the scale; in addition to that the researcher has nine items rated for the biographical variables.

39 null hypotheses were formulated to find out the significance of mean difference if any between various comparison groups. In Chapter V data were analyzed by means of t test, chi square test, Pearson correlation. The reliability and validity of scales were ascertained which is highly standardized.

Chapter VI was meant to describe and discuss findings and conclusions. Results highlights that the findings of this investigation have been shown that job satisfaction among universities employees was found to be related to factors such as: designation (administrators and workers), age and different dimensions of job satisfaction. The findings have shown that the job satisfaction is moderately available among the employees of both the universities. The average job satisfaction in AMU is more than PNU but it is not very high.

The young people are less satisfied than the old people in PNU and combined too. There is no significant difference in overall job satisfaction among the employees based on gender, marital status, qualification, designation, job status, income level, length of service and type of unit/department.

There is significant difference in job satisfaction of employees on the components of job satisfaction such as work, supervision, workers, promotion and pay. The results have shown the employees in both universities and found satisfied their work, supervisor and coworkers but they expressed dissatisfaction with their promotion and pay policies.

Keeping the findings on mind, researcher has suggested in chapter vii as titled managerial implications of the study that was mentioned in two parts: A) for the purpose of improving and increasing employees satisfaction on work, supervisor and co-workers dimensions, the universities have to let the employees
take more decisions, allow employees to have input on decision, set challenging
goals with employees, opportunities to use their skills and abilities. Supervisors
have to be understanding and friendly, praises for good performance, gives
feedback to employees which inspire to achieve meaningful goals and ensure that
the work group also serve as a social support system for employees.

B) And also organization has to develop employee’s satisfaction on
promotion and pay dimensions. For this purpose they have to promote from within
when possible; and has to make business process reengineering (BPR) in
promotional process, make the reward system closely tried to individual or team
performance. And also they have to develop HRM, HRD and information system
related to both. They must provide good conditions and physical comfort to work
for employees. They must arrange training for employees in the field of OB and
HRM area and managers need to pay attention to employees’ attitudes week after
week.

For the future study we need to design questionnaire based on nature of
academic work and measure some variables remained and use another techniques
and assess the relative impact of demographic traits on job satisfaction.