PREFACE

Modern managers fully recognize that an organization's performance should be measured on human dimensions as well as in terms of return on investment, market share, profit after taxes and the like. In view of the above specially human dimension a variety of reasons support the desirability of attending to worker’s satisfaction.

Over 3000 studies have been conducted on the topic of job satisfaction (or employee morale as this term was also employed more frequently by the researchers) in the last few decades.

If we look at the level of job satisfaction of employees in the world we find that 42% of workers say that they are completely or very satisfied in USA and only a small percentage of employees say that they are dissatisfied. 62% say that they are completely or very satisfied in Denmark, 23% in Hungary and 30% in Japan.

Managements in all types of organizations often need information on employee job satisfaction in order to make sound decisions both for preventing and solving employees' problems and creating congenial work environment in order to achieve the organizational goals.

The studies on job satisfaction seem to provide and produce a number of important benefits for the organizations both in general and specific terms, give management an indication about the general level of employees’ satisfaction in a company. The surveys conducted from time to time can serve as a safety valve and provide passage for emotional release for the people to get things off their chests and later feel better about themselves. In doing so the training needs can also be identified, since employees can report how well they feel when their supervisors start to delegating work or start giving adequate instructions. The surveys can also help managers to plan and monitor new programs and getting feedback on proposed changes in advance and then conduct a follow up survey to evaluate the actual response of all categories of employees working in the organization.
Organizations have to make use of existing job satisfaction information based on day-to-day needs of employees to monitor and maintain a certain level of job satisfaction just as there is a regular need for it to ensure their cooperation and support in the fulfillment of general and specific objectives and goals of the organization.

Job satisfaction surveys can help employers to manage their workers more effectively and efficiently. Survey results are generally used to accomplish five goals such as: to diagnose potential problems in organizations; to discover the causes of absenteeism and turnover; to assess the impact of organizational changes on employee attitudes, to stimulate better communication between management and workers; and to provide accurate information about the degree to which employees may be willing to vote for a union if given a chance.

The importance of satisfaction to the firm is best studied through long term research efforts. The manager and his subordinates are interested in satisfying their own needs on and off the job, if such satisfaction is a goal they seek, then liking their jobs must somehow be tied to its achievement. Research shows that lack of job satisfaction is usually tied up with absenteeism and turnover, because variables like tardiness, violence, early retirement and union action affect the organization's cost, if for no other reasons, management's interest in increasing job satisfaction is stimulated particularly for this reason. Job satisfaction is also related to job performance, productivity, life satisfaction, organizational citizenship behavior, customer satisfaction and so on.

Workers' physical and mental well-being appears to be correlated with job satisfaction in the sense that most of highly satisfied workers have better physical and mental health records. Job satisfaction can also play an important role in a company's ability to attract and retain qualified workers. Job satisfaction is the condition of establishing a healthy organizational climate and environment in an organization.

The university employees are the indispensable cornerstones of the society. The qualifications as well as experiences are the fundamental determinants of the development of institutions and organizations of the academic service. Rendering effective service in the university most often depends on job
satisfaction of employees specially teachers. As a result job satisfaction is very important for the persons and their families, organizations and the society at large.

Managers’ interest in job satisfaction tends to center its effect on employees performance. Researchers have recognized this interest so we find a large number of studies that have been designed to assess the impact of job satisfaction on employees’ performance, productivity, absenteeism and turnover, etc.

The main incentive behind this study is that little work has been done on the job satisfaction of university employees especially teachers. The researcher as a university teacher is also interested in knowing about job satisfaction and related problems of university employees. Realizing the significance of the subject, the researcher decided to conduct as an indepth study on job satisfaction of AMU and PNU employees.

The present study is comprised of seven chapters: Chapter one focuses on environmental scanning of both India and Iran (all the relevant constituents of the environment like social, economic, political, legal and cultural etc. have been taken into account).

Chapter two discusses the profile of Aligarh Muslim University, Aligarh (India) and Payam-e-Noor University (Iran).

Chapter three is devoted to review of literature in two parts: (a) Conceptual framework on job satisfaction, (b) research conducted on the subject.

Chapter four focuses on methodology and research design.
Chapter five is devoted to analysis and interpretation of data.
Chapter six explains the findings obtained and conclusions drawn.
Chapter seven presents managerial implications of the present study.

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