Chapter – 6

RESULTS AND DISCUSSION

The purpose of the present study was to find out the level of job satisfaction (JS) and various factors (like work, supervisor, co-workers, pay and promotion) influencing it and also to prove the influence of certain biographical variables such as age, sex, marital status, qualification, designation, job status, income, experience and type of department on the level of JS among the employees of AMU and PNU. Keeping in view the major objectives of this study each group was divided on the basis of median in order to form the high and low group to see the varied effect of each independent variable on JS. To find out the significance of mean difference between various comparison groups, 39 null hypotheses including 25 sub-hypotheses were formulated and each hypothesis was tested as per requirements of the study by means of ‘t’ test, Friedman test and Chi square test. The results of the groups compared have been presented as under:

Results of Analyzing the Hypotheses:

Table No. 6.1 showing results of analyzing the hypotheses

<table>
<thead>
<tr>
<th>No.H</th>
<th>Hypotheses</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>H₀₁</td>
<td>There will be no higher than average job satisfaction among the employees of both the universities AMU and PNU combined</td>
<td>H₀₁ = Re</td>
</tr>
<tr>
<td></td>
<td></td>
<td>H₀₁(1) = Re</td>
</tr>
<tr>
<td></td>
<td></td>
<td>H₀₁(2) = Re</td>
</tr>
<tr>
<td>H₀₂</td>
<td>There will be no significant difference in job satisfaction between the employees of AMU and PNU.</td>
<td>H₀₂ = Re</td>
</tr>
<tr>
<td>H₀₃</td>
<td>There will be no significant difference in JS between high and low age groups of employees</td>
<td>H₀₃ = Re</td>
</tr>
<tr>
<td></td>
<td></td>
<td>H₀₃(1) = Ac</td>
</tr>
<tr>
<td></td>
<td></td>
<td>H₀₃(2) = Re</td>
</tr>
<tr>
<td>H₀₄</td>
<td>There will be no significant difference in JS between male and female employees</td>
<td>H₀₄ = Re</td>
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<tr>
<td></td>
<td></td>
<td>H₀₄(1) = Ac</td>
</tr>
<tr>
<td></td>
<td></td>
<td>H₀₄(2) = Ac</td>
</tr>
<tr>
<td>H₀₅</td>
<td>There will be no significant difference in JS between married and unmarried employees</td>
<td>H₀₅ = Ac</td>
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<tr>
<td></td>
<td></td>
<td>H₀₅(1) = Ac</td>
</tr>
<tr>
<td></td>
<td></td>
<td>H₀₅(2) = Ac</td>
</tr>
</tbody>
</table>

*Note:………dotted line above is meant for the number of hypothesis 1 to 39.
**H₀-6**  | There will be no significant difference in JS between high and low qualified groups of employees  |  H₀-6 = Ac  
H₀-6(1) = Ac  
H₀-6(2) = Ac

**H₀-7**  | There will be no significant difference in JS between teachers and non-teachers  |  H₀-7 = Ac  
H₀-7(1) = Ac  
H₀-7(2) = Ac

**H₀-8**  | There will be no significant difference in JS between administrators and teachers.  |  H₀-8 = Ac  
H₀-8(1) = Ac  
H₀-8(2) = Re

**H₀-9**  | There will be no significant difference in JS between administrators and workers  |  H₀-9 = Re  
H₀-9(1) = Ac  
H₀-9(2) = Re

**H₀-10**  | There will be no significant difference in JS between permanent and temporary employees  |  H₀-10 = Ac  
H₀-10(1) = Ac  
H₀-10(2) = Ac

**H₀-11**  | There will be no significant difference in JS between high and low income employees  |  H₀-11 = Ac  
H₀-11(1) = Ac  
H₀-11(2) = Ac

**H₀-12**  | There will be no significant difference in JS between more experienced and less experienced employees  |  H₀-12 = Ac  
H₀-12(1) = Ac  
H₀-12(2) = Ac

**H₀-13**  | There will be no significant difference in JS between support staff of academic and non academic departments  |  H₀-13 = Ac  
H₀-13(1) = Re  
H₀-13(2) = Ac

**H₀-14**  | There will be no significant difference in the contribution of different dimensions of job satisfaction to total job satisfaction  |  H₀-14 = Re  
H₀-14(1) = Re  
H₀-14(2) = Re

**H₀-15**  | There will be no significant difference in job satisfaction between AMU and PNU employees on work dimension  |  H₀-15 = Ac

**H₀-16**  | There will be no significant difference in job satisfaction between AMU and PNU employees on supervision dimension  |  H₀-16 = Ac

**H₀-17**  | There will be no significant difference in job satisfaction between AMU and PNU employees on coworkers dimension  |  H₀-17 = Re

**H₀-18**  | There will be no significant difference in job satisfaction between AMU and PNU employees on promotion dimension  |  H₀-18 = Ac

**H₀-19**  | There will be no significant difference in job satisfaction between AMU and PNU employees on pay dimension  |  H₀-19 = Re

**H₀-20**  | There will be no significant difference in job satisfaction between AMU teachers and non-teachers on work dimension  |  H₀-20 = Re

**H₀-21**  | There will be no significant difference in job satisfaction between AMU teachers and non-teachers on supervision dimension  |  H₀-21 = Ac
<table>
<thead>
<tr>
<th>$H_0$</th>
<th>Statement</th>
<th>$H_0$</th>
</tr>
</thead>
<tbody>
<tr>
<td>22</td>
<td>There will be no significant difference in job satisfaction between AMU teachers and non-teachers on coworkers dimension</td>
<td>$= Re$</td>
</tr>
<tr>
<td>23</td>
<td>There will be no significant difference in job satisfaction between AMU teachers and non-teachers on promotion dimension</td>
<td>$= Ac$</td>
</tr>
<tr>
<td>24</td>
<td>There will be no significant difference in job satisfaction between AMU teachers and non-teachers on pay dimension</td>
<td>$= Re$</td>
</tr>
<tr>
<td>25</td>
<td>There will be no significant difference in job satisfaction between PNU teachers and non-teachers on work dimension</td>
<td>$= Ac$</td>
</tr>
<tr>
<td>26</td>
<td>There will be no significant difference in job satisfaction between PNU teachers and non-teachers on supervision dimension</td>
<td>$= Ac$</td>
</tr>
<tr>
<td>27</td>
<td>There will be no significant difference in job satisfaction between PNU teachers and non-teachers on coworkers dimension</td>
<td>$= Ac$</td>
</tr>
<tr>
<td>28</td>
<td>There will be no significant difference in job satisfaction between PNU teachers and non-teachers on promotion dimension</td>
<td>$= Ac$</td>
</tr>
<tr>
<td>29</td>
<td>There will be no significant difference in job satisfaction between PNU teachers and non-teachers on pay dimension</td>
<td>$= Re$</td>
</tr>
<tr>
<td>30</td>
<td>There will be no significant difference in job satisfaction between AMU and PNU teachers on work dimension</td>
<td>$= Ac$</td>
</tr>
<tr>
<td>31</td>
<td>There will be no significant difference in job satisfaction between AMU and PNU teachers on supervision dimension</td>
<td>$= Ac$</td>
</tr>
<tr>
<td>32</td>
<td>There will be no significant difference in job satisfaction between AMU and PNU teachers on coworkers dimension</td>
<td>$= Ac$</td>
</tr>
<tr>
<td>33</td>
<td>There will be no significant difference in job satisfaction between AMU and PNU teachers on promotion dimension</td>
<td>$= Ac$</td>
</tr>
<tr>
<td>34</td>
<td>There will be no significant difference in job satisfaction between AMU and PNU teachers on pay dimension</td>
<td>$= Re$</td>
</tr>
<tr>
<td>35</td>
<td>There will be no significant difference in job satisfaction between AMU and PNU non-teachers on work dimension</td>
<td>$= Ac$</td>
</tr>
<tr>
<td>36</td>
<td>There will be no significant difference in job satisfaction between AMU and PNU non-teachers on supervisor dimension</td>
<td>$= Ac$</td>
</tr>
<tr>
<td>37</td>
<td>There will be no significant difference in job satisfaction between AMU and PNU non-teachers on coworkers dimension</td>
<td>$= Re$</td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>(H_0-38)</th>
<th>There will be no significant difference in job satisfaction between AMU and PNU non-teachers on promotion dimension</th>
<th>(H_0-38 = \text{Ac})</th>
</tr>
</thead>
<tbody>
<tr>
<td>(H_0-39)</td>
<td>There will be no significant difference in job satisfaction between AMU and PNU non-teachers on pay dimension</td>
<td>(H_0-39 = \text{Re})</td>
</tr>
</tbody>
</table>

The result of each hypothesis has been explained as follows:

\(H_0-1\) : There will be no higher than average JS among the employees of both the universities AMU and PNU combined. The result in Table No. 6.1 shows that \(H_0-1\) that the level of job satisfaction in both the universities combined is more than average and, therefore, \(H_0-1\) is rejected. Also the level of job satisfaction is more than average in AMU and PNU separately. So both \(H_0-1(1)\) and \(H_0-1(2)\) are also rejected.

Job satisfaction in this study includes five dimensions such as work, supervisor, co-workers, promotion and pay. Mostly job satisfaction is due to work, supervisor and co-workers and they are not satisfied with promotion in both the universities. As far as job satisfaction with pay is concerned, they are neither satisfied nor dissatisfied as the mean score is average. The result indicates that the policies for pay and promotion are not fair. The employees are not satisfied with promotion because the opportunities for promotion are not available and it is neither regular and frequent nor based on ability. The employees are also not satisfied with pay, as they feel that pay is neither high nor enough and adequate to provide them with luxuries. It is really not what they deserve, nor adequate for meeting out their normal expenses. This result is same in both the universities.

Ward. E. Melanie and Sloane. J. Peter (2000) had reported that the level of job satisfaction among academics is high with respect to overall JS dimensions although not so high with pay and promotion. Hozoory Mohammad Javad (2003) had reported that PNU teachers are satisfied with supervisor and work and they are not satisfied with promotion and other facilities. Israrul Haq. M. (2004) had reported that AMU teachers are moderately satisfied with their jobs (38 per cent).

\(H_0-2\) : There will be no significant difference in JS between AMU and PNU employees.
According to the result, there is significant difference in job satisfaction between the employees of AMU and PNU; therefore, $H_0$-2 is also rejected because the average job satisfaction in AMU is higher than that of PNU. One of the causes may be due to employees’ over expectations. PNU employees are also less satisfied than AMU employees with pay and co-workers. Worker’s salary in PNU is less than AMU workers and cost of living and inflation in Iran is higher than India. Consumer culture and consumption pattern in Iran is also different, so salary is not sufficient for high expectations for living in Iran.

If one compares between the living standards of Iran and India, one will find that most of Iranian people own a house, a car and furnitures but Indian people mostly use cycles or scooters, have a small house or live in a rented house, and in most of the cases do not have a lot of furnitures. Iranians by and large change their cars and furnitures after every few years, but Indians make use of them for longer terms, so as a result employees’ expectations in Iran are higher than India with respect to their salary.

$H_0$-3: There will be no significant difference in job satisfaction between high and low age groups of employees.

It appears from the result that there is significant difference in job satisfaction between high and low age groups of employees. Younger people are less satisfied than the older ones because older people have lower expectations and they get higher salary due to their longer services in the university and also because of their getting promoted, consequently $H_0$-3 is rejected. Similarly for PNU, there is significant difference in job satisfaction between high and low age groups of employees. So $H_0$-3(2) is also rejected. However, there is no significant difference in job satisfaction between high and low age groups of employees in AMU, because both the groups are feeling similarly well about work, supervisor and co-workers, though they do not feel so well about promotion and pay. So $H_0$-3(1) is accepted.

The low level of job satisfaction among young employees may be attributed to three reasons - unrealistic job expectations, over qualifications for jobs, and irresponsible and authoritarian style of management (Hughy, p. 96). Saleh Shoukry D. and Jayl Otis (1964) had found that the level of job satisfaction
increases with age. Nazrul Islam (2003) had reported that the age has positive relationship with JS. The older workers have more salary and fair supervision, higher opportunity to perform more important tasks, get co-worker’s respect. The positive relationship between age and JS was also found by Guha (1965) Sinha and Agrawal (1971), Kakkar (1983), Singh (1985), Dixit (1986), Srivastava (1986), Okala and Eddy (1994), Birdi et al. (1995) Penda et al. (1996), Chandraiah, K. and Agrawal, S.C. (2003) also Ward E. Melanie and Sloane. J. Peter (2000). There was difference in JS between high age and low age groups in Scottish universities also. In the present study older people are more satisfied than younger people, because they feel that the work is fascinating, good, satisfying, and useful and that the supervisor is competent, intelligent, around when needed, flexible, good and praises good work. Regarding co-workers they believed that coworkers are stimulating, fast, responsible, smart, friendly and respect their privacy. Also about pay dimension, they believe that pay is good, secure, high and adequate for normal expenses. In fact they are paid what they deserve. However, both the groups are not satisfied with promotion.

\( H_0-4: \) There will be no significant difference in JS between male and female employees.

According to the result, there is significant difference in job satisfaction between male and female employees; therefore, \( H_0-4 \) is rejected. This is rejected because the result shows that both males and females are not satisfied with pay and promotion and females are relatively less satisfied than their male counterparts though they are equal in job satisfaction on work, supervisor and coworkers dimensions. However, there is no significant difference in JS between males and females in both the universities separately. So \( H_0-4(1) \) and \( H_0-4(2) \) are accepted. Mishael Middagh (1995) had found that there was no difference in JS between male and female employees in Delaware University, also Masan and et al. (1995), Ward E. Nelanic and Sloane. J. Peter (2000) had reported that there was no difference in JS between men and women in Scottish universities. Oshagbemi Titus (2003) had reported gender difference in universities of U.K. is not associated with JS and also Bilain (1986) had also reported that JS did not vary according to sex. Haider Ali Homan (2001) had reported that there was no
significant difference in JS between females and males in Iranian governmental organizations. Hoozory M.J. (2003) had reported that there was no difference in JS between male and female teachers in PNU, Iran. Sheeba and Mahmood (2002) had reported that there was no difference in JS between male and female doctors working in AMU. Israrul Haq M. (2004) had reported that both male and female academicians are moderately satisfied with their job. Nasir Ali and Mahmood (1999) had reported that there was no significant difference in JS between male and female employees of AMU.

They have same feeling about work, supervisor and co-workers dimensions. They feel that work is complex, creative, fascinating, good, useful, pleasant and healthful. Regarding supervisor dimension, they believe that supervisor is competent, intelligent, around when needed, tactful, even tempered, flexible, and good, leaves them on their own, gives them feedback. About co-workers they feel that co-workers are stimulating, loyal, fast, responsible, smart, active, pleasant, friendly, have broad interests and respect their privacy. However, they feel differently about pay and promotion dimensions as males are more satisfied than females with pay and promotion.

**H₀-05:** There will be no significant difference in job satisfaction between married and unmarried employees.

According to the result, there is no significant difference in job satisfaction between married and unmarried employees; therefore, H₀-05 is accepted. It is accepted because they feel similarly about work, supervisor, co-workers, pay and promotion. H₀-5(1) and H₀-5(2) are also accepted, because there is no difference in JS between married and unmarried employees of both the universities. They feel that salary, facilities and promotion policies are not different for both the groups. They are feeling similarly about work dimension. They feel that the work is complex, creative, fascinating, respectful, pleasant, healthful and gives a sense of accomplishment. They are feeling the same way about supervisor dimension. They say that the supervisor is competent, intelligent, around when needed, good, even tempered, flexible, leaves them on their own, tells them where do they stand and praises good work. Also about coworkers dimension, they say that co-workers are responsible, smart, active, pleasant,
friendly, have broad interests, and respect their privacy. About promotion, they believe that it is fair, regular, frequent, based on ability and there is availability of good opportunity for advancement, however, they are not satisfied with pay.

Lack of relationship between job satisfaction and marital status had been reported by Sinha and Nair (1965), Ghosh and Shukla (1967), Sinha and Agrawal (1971), Bhatt (1992), Zeeshan (1996). Sheeba and Mahmood K. (1999) had reported that there was no difference in job satisfaction between married and unmarried employees in AMU.

\( H_0-6 \): There will be no significant difference in job satisfaction between highly and lowly qualified groups of employees.

According to the result, there is no significant difference in job satisfaction between highly and lowly qualified groups of employees; therefore, \( H_0-6 \) is accepted. Similarly \( H_0-6(1) \) and \( H_0-6(2) \) regarding AMU and PNU respectively, are also accepted. Lack of relationship between job satisfaction and educational level had been reported by Sinha and Sharma (1962), Natraj and Hafeez (1965), Sinha & Nair (1965), Ghosh & Shukla (1967), Vasudeva & Rajbir (1976), Zeeshan (1996).

If we look at the details of reasons, we find that they have similar feeling about work, supervisor, promotion but they are feeling differently about co-workers and pay dimensions. Highly qualified group is more satisfied with pay and less satisfied with co-workers. About their work dimension, they believe that work is complex, satisfying, useful, pleasant and healthful. Regarding supervisor they believe that supervisor is competent, intelligent, around when needed, even tempered, tactful, flexible, good and leaves them on their own. Similarly they believe that promotion is regular, frequent and based on ability.

\( H_0-7 \): There will be no significant difference in job satisfaction between teachers and non-teachers.

According to the result, there is no significant difference in job satisfaction between the teachers and non-teachers therefore, \( H_0-7 \) is accepted, and \( H_0-7(1) \) and \( H_0-7(2) \) for AMU and PNU respectively are also accepted because they are feeling the same way about work, supervisor and promotion dimensions.
though they are not feeling similarly about co-workers and pay dimensions. Teachers are more satisfied than non-teachers with pay and non-teachers are more satisfied than teachers with co-workers.

**H₀-8**: There will be no significant difference in job satisfaction between administrators and teachers.

On the basis of the result, there is no significant difference in job satisfaction between teachers and administrators; therefore, H₀-8 is accepted for both the universities combined. Similarly H₀-8(1) for AMU is also accepted, because both groups enjoy high pay and adequate facilities. They have same feeling about work, supervisor, co-workers and pay; however, they feel differently about promotion as teachers are less satisfied than administrators on this dimension.

Israrul, Haq M. (2004) had reported that the teachers were highly satisfied on work, moderately satisfied on co-workers and salary dimensions, however, and they were dissatisfied on promotion and physical facilities in AMU. Faiz Md. Minhaj (2000) had reported that section officers have been satisfied with all dimensions of JS in AMU.

However, H₀-8(2) regarding PNU is rejected because there is significant difference in job satisfaction between teachers and administrators in PNU. Administrators in PNU are more satisfied than teachers in PNU. They are feeling differently about work, supervisor and promotion. Administrative benefits are also very much and they are recognized in society and enjoy good social status. Hozoory, M.J. (2003) had reported that the teachers’ JS was lower than average as far as work, physical facilities and promotion are concerned, however, they were satisfied with supervisor and salary in PNU.

**H₀-9**: There will be no significant difference in job satisfaction between workers and administrators.

As per the result, there is significant difference in job satisfaction between administrators and workers, therefore, H₀-9 is rejected. Similarly H₀-9(2) for PNU is also rejected because administrators are more satisfied than workers in PNU. The reasons are that the administrators are recognized in society and enjoy a
good social position, high benefits, autonomy, and good facilities such as comfortable work place, computer, and personal chamber and also they are feeling well about work, promotion and pay.

But in AMU, there is no significant difference between workers and administrators; therefore, \( H_0-9(1) \) is accepted because both groups believe the same way about work, supervisor, co-workers, pay and promotion.

**\( H_0-10 \):** There will be no significant difference in job satisfaction between permanent and temporary employees.

Based on the result, there is no significant difference in job satisfaction between permanent and temporary employees; hence, \( H_0-10 \) is accepted. Similarly with regard to AMU and PNU, \( H_0-10(1) \) and \( H_0-10(2) \) respectively are also accepted. The results are same for most dimensions of JS in both the universities. They are feeling the same way about work, supervisor and co-workers as they believe that work is complex, creative, fascinating, good, respectful, useful, pleasant, healthful, and gives a sense of accomplishment. They also believe that supervisor is competent, intelligent, tactful, good, even tempered, and flexible, praises good work, leaves them on their own and tells them where do they stand (feedback). They also consider that the co-workers are stimulating, fast, loyal, responsible, active, pleasant, friendly, have broad interests and respect their privacy. Though they feel similarly about promotion, however, they believe that promotion is not regular, is infrequent, not based on abilities, and no good opportunity for advancement is available. As far as pay is concerned their feelings are different, as permanent employees are more satisfied than temporary with pay because temporary employees receive lower salary than permanent.

**\( H_0-11 \):** There will be no significant difference in job satisfaction between high and low income groups of employees.

As per the result, there is no significant difference in job satisfaction between high and low income groups of employees, therefore, \( H_0-11 \) is accepted. Similarly \( H_0-11(1) \) and \( H_0-11(2) \) for AMU and PNU separately are also accepted.

Lack of relationship between job satisfaction and income level had been reported by Sinha & Sharma (1962), Sinha & Nair (1965), Natraj & Hafeez
Ho-12: There will be no significant difference in job satisfaction between more experienced and less experienced groups of employees.

On the basis of the result, there is no significant difference in job satisfaction between more experienced and less experienced groups of employees, therefore, Ho-12 for AMU and PNU combined is accepted. Similarly Ho-12(1) and Ho-12(2) for both of them separately are also accepted. They feel the same way about work, supervisor, co-workers and promotion; however they feel differently regarding pay. The high experienced group is more satisfied than low experienced group of employees with pay.

(2000) had reported that there was no significant difference in the level of JS on pay dimension between high and low experienced groups in AMU.

**H₀-13:** There will be no significant difference in job satisfaction between support staff of academic and non-academic departments/units.

According to the result, there is no significant difference in job satisfaction between support staff of academic and non-academic departments/units; therefore, H₀-13 is accepted. They are feeling the same way about work and supervisor, and they believe differently with respect to co-workers, promotion and pay. Support staffs in the academic departments are more satisfied than those of non-academic departments with pay and they are less satisfied than non-academic departments with co-workers and promotion.

Similarly H₀-13(2) for PNU is also accepted, because the support staff are feeling the same way about work, supervisor, co-workers, promotion and pay. However, H₀-13(1) pertaining to AMU is rejected. Though they are feeling similarly about work, supervisor, and pay but they believe differently about co-workers and promotion. However, support staffs of non-academic departments are more satisfied than those of academic departments with co-workers and promotion.

**Relationship between various JS Dimensions and Overall JS are explained as under:**

Since as per the requirements of this study we have to analyze dimensions of JS for all the categories of employees in AMU and PNU it is imperative to explain the dimensions of JS and then compare the results of the groups. The various dimensions of job satisfaction include: work, supervisor, coworkers, pay and promotion. These factors lead people to feel positively or negatively about their jobs and are also the causes for their job satisfaction/dissatisfaction.

Work: By and large workers want jobs that are challenging. They do not want to be doing mindless jobs day after day. The two most important aspects of the work that influence job satisfaction are variety and control over work methods and worker autonomy in work leads to high level of job satisfaction (Hughy, p. 88).
Supervisor: Supervision is a moderately important source of job satisfaction. Two dimensions of supervisory style, in particular, seem to have some impact on employee's job satisfaction. The first dimension that contributes to the employee's satisfaction is employee centeredness or consideration supervisor who establishes a supportive personal relationship with subordinates and takes a personal interest in them. The other dimension of supervisory style that seems to contribute to employees' satisfaction is influence, or participation in decision making. Employees who participate in decisions that affect their jobs display a much higher level of satisfaction with their supervisors and with their overall work situation.

Coworkers: Having friendly and cooperative coworkers is a modest source of job satisfaction to individual employees. People like the opportunity to have conversation with each other as they work and especially dislike jobs in which they are physically separated from each other. The work group also serves as a social support system for employees often use their coworkers as a sounding board for their problems or as a source of comfort (Hughy, p. 90).

Promotion: Promotional opportunities have a moderate impact on job satisfaction. Promotion to a higher level in an organization typically involves positive changes in supervision, job content and pay. Jobs at high level provide workers with more freedom, more challenging work assignments, higher salary and rewards (Hughy, p. 89).

Pay: Money facilitates for obtaining food, shelter and clothing and provides the means to enjoy valued leisure interests outside the work. Pay can also serve as a symbol of achievement and a source of recognition. Employees often see pay as a reflection of management's recognition for their contribution to the organization (Hughy, p. 86).

**H$_{0-14}$:** There will be no significant difference in the contributions of different components of job satisfaction to total job satisfaction.

Based on the result, there is significant difference in the contributions of different components of JS to total job satisfaction; hence, H$_{0-14}$ is rejected. Similarly H$_{0-14(1)}$ and H$_{0-14(2)}$ for AMU and PNU respectively are rejected.
Employees in both the universities are satisfied with work, supervisor and coworkers, but they are not satisfied with pay and promotion.

Titus (2003) had reported that university teachers appear to be more satisfied mainly with their co-workers and job itself and they are dissatisfied with pay and promotion. Ward E. & Sloane J. Peter (2000) had reported that job satisfaction among academicians in Scottish universities was not high with pay and promotion and M.S. Graeken Carolyn C. (2001) had found that respondents of East Tennessee, State University indicated high satisfaction for work, supervision, people and job in general but showed dissatisfaction with pay and promotion. Manjamed, Z. and et al. (2005) had reported that the level of job satisfaction of Iranian nursing personnel was low on job security, salary and benefits and moderate on work place, relationship with colleagues and professional situation. Hozoory M.J. (2003) had reported that the PNU teachers were satisfied with supervisor and salary. They have not been satisfied with promotion, co-workers and facilities such as workplace, insurance, etc.

**H₀-15:** There is no significant difference in job satisfaction between the AMU and the PNU employees on work dimension.

According to the result, there is no significant difference in job satisfaction between the AMU and the PNU employees on work dimension, therefore, H₀-15 is accepted. Since the nature of work in both the universities is almost the same, that is why they are feeling the same way about work which is creative, fascinating, good, respectful, useful, pleasant and healthful. Both groups are satisfied with work because they prefer to be in a university environment. They valued the activity, they were in and the university work environment was very attractive to many people (Smith Barbara and Palco, H. 2003).

**H₀-16:** There is no significant difference in job satisfaction between the AMU and the PNU employees on supervisor dimension.

On the basis of the result, there is no significant difference in job satisfaction between the AMU and the PNU employees on supervisor dimension, therefore, H₀-16 is accepted. This is accepted because they are feeling the same way about supervisor and they believe that supervisor is competent, intelligent,
tactful, even tempered, flexible and good. He also praises good work is as around when needed, leaves them on their own and tells them where do they really stand.

**H₀-17:** There is no significant difference in job satisfaction between the AMU and the PNU employees on coworkers dimension.

As per the result, there is significant difference in job satisfaction between AMU and PNU employees on coworkers dimension, and hence, H₀-17 is rejected. The AMU employees are more satisfied their coworkers than their counterpart in PNU because AMU employees feel that co-workers are stimulating, loyal, responsible, friendly, and respect their privacy. Work group interaction especially social support received from them also significantly contributes to their job satisfaction.

**H₀-18:** There is no significant difference in job satisfaction between the AMU and PNU employees on promotion dimension.

On the basis of the result, there is no significant difference in job satisfaction between AMU and PNU employees on promotion dimension; hence, H₀-18 is accepted. This is so because both of them are dissatisfied with it. They have the same feeling about promotion. They say that promotion is neither fair, regular and frequent nor based on ability.

**H₀-19:** There is no significant difference in job satisfaction between AMU and PNU employees on pay dimension.

According to the result, there is significance difference in job satisfaction between AMU and PNU employees on pay dimension, so, H₀-19 is rejected. The AMU employees are more satisfied with pay than PNU employees. The PNU employees are not satisfied with pay because they believe that pay is neither secured and adequate for normal expenses nor they are paid highly. Virtually pay is not what they actually deserve and does not provide for luxuries. Also salary of the non-teacher in AMU is higher than that of PNU. Herman (1973) had found that higher pay is normally associated with higher satisfaction.

**H₀-20:** There is no significant difference in the level of job satisfaction between AMU teachers and non teachers on work dimension.
On the basis of the result there is significant difference in job satisfaction between AMU teachers and non-teachers on work dimension, therefore, Ho-20 is rejected. AMU teachers are more satisfied than AMU non-teachers with work because academic work has more autonomy in comparison to non-academic work and also teachers are feeling good about their work, because work is fascinating, good, satisfying, respectful, useful, pleasant and gives a sense of accomplishment. Israrul, Haq. M. (2004) had reported that teachers are highly satisfied with work in AMU.

**Ho-21:** There is no significant difference in the level of job satisfaction between AMU teachers and non-teachers on supervisor dimension.

According to the result, there is no significance difference in job satisfaction between AMU teachers and non-teachers on supervisor dimension, therefore, Ho-21 is accepted. They believe that supervisor is competent, flexible, and intelligent, around when needed, and praises good work.

**Ho-22:** There is no significant difference in the level of job satisfaction between AMU teachers and non-teachers on co-workers dimension.

On the basis of the result, it has been found that there is significant difference in the level of job satisfaction between AMU teachers and non-teachers on co-workers dimension, therefore, Ho-22 is rejected.

The AMU non-teachers are more satisfied with their co-workers than the AMU teachers because they work with a feeling of togetherness. They feel that coworkers are stimulating, loyal, responsible, and fast and respect their privacy, whereas the teachers are working in a relatively competitive situation among the students and they are not working with so much of a sense of togetherness as in the case of non-teachers. Israrul Haq M. (2004) reported that AMU teachers are moderately satisfied on coworkers’ dimension.

**Ho-23:** There is no significant difference in the level of job satisfaction between AMU teachers and non-teachers on promotion dimension.

As per the result there is no significant difference in the level of job satisfaction between AMU teachers and non-teachers on promotion dimension, hence, Ho-23 is accepted. They feel in the same way about promotion. They say
that promotions are neither regular and frequent nor based on ability and also good opportunity for advancement is not available. Israrul Haq M. (2004) had reported that AMU teachers are not satisfied with promotion.

**H0-24:** There is no significant difference in the level of job satisfaction between AMU teachers and non teachers on pay dimension.

On the basis of the result, there is significant difference in the level of job satisfaction between AMU teachers and non-teachers on pay dimension, therefore, H0-24 is rejected. AMU non-teachers are less satisfied than teachers with pay because they receive less salary. They feel that they are not paid highly and the pay does not provide for luxuries. Israrul Haq M. (2004) had reported that AMU teachers are moderately satisfied on pay.

**H0-25:** There is no significant difference in the level of job satisfaction between PNU teachers and non teachers on work dimension.

According to the result, H0-25 that there is no significant difference in the level of job satisfaction between PNU teachers and non teachers on work dimension is accepted. Both the groups believe that their work is creative, fascinating, satisfying, respectful, useful and healthful.

**H0-26:** There is no significant difference in the level of job satisfaction between the PNU teachers and non teachers on supervisor dimension.

On the basis of the result, there is no significant difference in the level of job satisfaction between PNU teachers and non teachers on supervisor dimension, therefore, H0-26 is accepted. They believe that their supervisors are competent, flexible and good.

**H0-27:** There is no significant difference in the level of job satisfaction between the PNU teachers and non teachers on co-workers dimension.

According to the result, there is no significant difference in the level of job satisfaction between PNU teachers and non teachers on co-workers dimension; hence, H0-27 is accepted. This is accepted because they are feeling the same way about their co-workers. They believe that their co-workers are loyal, responsible, active, pleasant, and friendly and respect their privacy.
**H₀-28:** There is no significant difference in the level of job satisfaction between PNU teachers and non-teachers on promotion dimension.

On the basis of the result there is no significant difference in the level of job satisfaction between PNU teachers and non-teachers on promotion dimension, hence, H₀-28 is accepted. Because they believe similarly and say that promotion is neither fair nor frequent, nor based on ability and opportunity for advancement also is not available, therefore, they believe that promotion policy is not good.

**H₀-29:** There is no significant difference in the level of job satisfaction between the PNU teachers and non-teachers on pay dimension.

Based on the result, there is significant difference in the level of job satisfaction between PNU teachers and non-teachers on pay dimension, therefore, H₀-29 is rejected. PNU teachers are more satisfied than non-teachers with respect to their pay because PNU non-teachers feel that pay for them is neither high nor adequate for normal expenses and is not what they really deserve. It is neither adequate for their normal expenses nor enough to provide for their luxuries. Resultantly, non-teachers are dissatisfied with their pay package.

**H₀-30:** There is no significant difference in the level of job satisfaction between AMU and PNU teachers on work dimension.

As per the result, there is no significant difference in the level of job satisfaction between the AMU and the PNU teachers on work dimension, hence, H₀-30 is accepted. Both the groups are feeling similarly about their work. According to them the work is creative, pleasant, fascinating, useful, healthful and gives a sense of accomplishment.

**H₀-31:** There is no significant difference in the level of job satisfaction between the AMU and the PNU teachers on supervisor dimension.

According to the result there is no significant difference in the level of job satisfaction between the AMU and the PNU teachers on supervisor dimension, so, H₀-31 is accepted. This is accepted because both the groups feel the same way about supervisor. They believe that supervisor is competent, intelligent, tactful, even tempered, and flexible, good, is around when needed and gives them continuous feedback.
**H₀-32:** There is no significant difference in the level of job satisfaction between the AMU and the PNU teachers on co-workers dimension.

On the basis of the result, there is no significant difference in the level of job satisfaction between the AMU and the PNU teachers on co-workers dimension; therefore, H₀-32 is accepted. It is accepted because they are feeling the same way about their co-workers' characteristics, such as co-workers are stimulating, loyal, fast, responsible, smart, active, pleasant, friendly and respect their privacy.

**H₀-33:** There is no significant difference in the level of job satisfaction between the AMU and the PNU teachers on promotion dimension.

As per the result there is no significant difference in level of job satisfaction between AMU and PNU teachers on promotion dimension, so, H₀-33 is accepted. Both the groups feel similarly about promotion. They neither believe that promotion is fair, regular, and frequent, nor based on ability and good opportunity for advancement is also not available.

**H₀-34:** There is no difference in the level of job satisfaction between the AMU and the PNU teachers on pay dimension.

Based on the result, there is significant difference in the level of job satisfaction between AMU and PNU teachers on pay dimension; hence, H₀-34 is rejected. The AMU teachers are more satisfied with pay than the PNU teachers, because cost of living and expectations are higher in Iran where as the PNU teachers feel that pay package is neither good, secure, high, nor sufficient for normal expenses and they not get what they actually deserve. It does not provide anything for their luxuries. As far as the AMU teachers are concerned they are satisfied with all aspects of the package except that they believe that the pay does not provide anything for their luxuries, so they are moderately satisfied (just average).

**H₀-35:** There is no significant difference in the level of job satisfaction between the AMU and the PNU non teachers on work dimension.

According to the result, there is no significant difference in the level of job satisfaction between AMU and PNU non-teachers on work dimension, so
H0-35 is accepted, because both the groups are working in the university environment and doing same type of job. They have good feeling about their work. They believe that work is complex, fascinating, good, satisfying, respectful, useful pleasant and healthful and gives a sense of accomplishment.

H0-36: There is no significant difference in the level of job satisfaction between the AMU and the PNU non-teachers on supervisor dimension.

On the basis of the result, there is no significant difference in the level of job satisfaction between AMU and PNU non-teachers on supervisor dimension; hence, H0-36 is accepted. They are feeling in the same way about the characteristics of their supervisors, who are competent, intelligent, tactful, even tempered, flexible, good and praise good work.

H0-37: There is no significant difference in the level of job satisfaction between the AMU and PNU non-teachers on co-workers dimension.

As per the result, there is significant difference in the level of job satisfaction between AMU and PNU non-teachers on coworkers dimension; therefore, H0-37 is rejected. The basic reason for the difference may be attributed to the variation in the organizational culture and atmosphere in both the universities as well as the countries. Because some of the characteristics of the co-workers in the AMU are better than those of the PNU co-workers, AMU non-teachers believe that co-workers are fast, responsible, active, pleasant and friendly and they respect their privacy in AMU.

H0-38: There is no significant difference in the level of job satisfaction between AMU and PNU non-teachers on promotion dimension.

On the basis of the result, there is no significant difference in the level of job satisfaction between AMU and PNU non-teachers on promotion dimension, therefore, H0-38 is accepted. Both of them believe that promotion policy is not good in both the universities; as a result of that job satisfaction for non-teachers on promotion dimension is low in both the universities. They feel similarly about promotion. They neither believe that promotion is fair, regular, and frequent nor based on ability and also good opportunity for advancement is not available.
**H₀-39:** There is no significant difference in the level of job satisfaction between AMU and PNU non teachers on pay dimension.

Based on the result, there is significant difference in the level of job satisfaction between AMU and PNU non teachers on pay dimension, hence, H₀-39 is rejected. The PNU non-teachers are more dissatisfied with pay than the AMU non teachers; because salary for the PNU non-teachers is lower than that of AMU non-teachers. The PNU non-teachers believe that pay is not sufficient for meeting out the cost of living and feel that pay is neither good, secure nor adequate for normal expenses and it does not commeasure with what they actually deserve and does not provide for their luxuries.
References


