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## *Review of Literature on the Study of Job Satisfaction of the Teachers of Higher Education Institutions*

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**Abstract:** *The aim of this article is to review the research already carried out by various researchers on the broad area of Job Satisfaction of the teachers of higher education institutes. The authors have reviewed books, research journals, organizational reports, theses, and literature available on internet for this purpose. This article includes discussions on different perspectives regarding job satisfaction of teachers of higher education institutes. From the literature review it has been found that job satisfaction of faculty members is very critical aspect for all the higher educational institutes and it affects performance of employees and quality of education in all the higher education institutes.*

**Keywords:** *Job Satisfaction, Higher Education institutes, Job Satisfaction Factors, Public Universities, Private Universities, Faculty Members.*

### I. INTRODUCTION

Review of literature is the primary task for any research work. It may be from any book, research paper, related article, any organizational report, theses, and literature available on internet etc. This article includes literature review of more than 34 research papers related to satisfaction of faculty members of higher education institutes. The category of research papers included in this article are faculty members and their gender, faculty members and the type of employer, faculty members and their job satisfaction factors, faculty members and their satisfaction and dissatisfaction, faculty members and their academic profession, faculty members and their relationship with age, faculty members and their correlation between satisfaction commitment and performance, faculty members and their relationship with their ethnicity, faculty members and their superiors, faculty members and their motivator and hygiene factors, faculty members and its impact on performance and commitment, faculty members and their satisfaction - retention - assessment - well being, faculty members and their state, demographic factors and satisfaction, faculty members and their student's achievements or feedback and teacher's satisfaction, faculty members and their student salary and satisfaction. This research paper is useful for defining factors affecting job satisfaction and further research work.

### II. ORGANIZATION OF ARTICLE

Job Satisfaction is a very popular area of study and so there is a big number of research work done. To make this article structured one, we have described work of total 34 research papers into 15 categories. These categories are as under:

#### A. *Study of satisfaction of faculty members or teachers and their gender*

A significant amount of research has been carried out by researchers on the dimension of satisfaction level of faculty members and their gender. In their study on factors explaining job satisfaction on faculty members conducted among faculty at the college of food, agricultural & environmental at Ohio state university by Cano, J., & Castillo, J. X. (2004) have found that The Ohio state university is basically dominated by males. In the university male faculty members have more control than female faculty members apart from that they have more years of experience and they are currently working on the senior

positions of the university. Faculty members working in college of food, agriculture & environmental sciences were usually contented with their jobs. According to them male faculty members were more satisfied than female faculty members. This suggests that they are fails to take into consideration the perception of female faculty members. So, the administrator should use the result of this study is depends on to inspect some particular system for gender equity in the university. The result also suggests that the faculty members were least contented with the context of their job in which their jobs were performed but most contented with the content of their job the study also suggests that in the university all of the “Hygiene” and “Job Motivator” characteristics were reasonably or considerably related to general job contentment of faculty members.

Okpara, J. O., Squillace, M., & Erondu, E. A. (2005) did study at brain track university, index directories of the united states colleges and universities and they investigates that there are gender inequity exists in the job contentment levels of university faculty members. male faculty members are less contented with their “pay” ,“promotions” ,”supervision” and “overall job satisfaction” while there colleagues female faculty members are more contented with their “Work and Co-Workers”. The results also indicated that for them ranks were very important for explaining job contentment and gender inequity of the respondents. And the findings of these study also provides guidelines to the, university and college administrators, organization management and HR professionals which helps them to recruit, promote, retain and reward their women faculty members. The finding also suggests that the government also address the issues related to female faculty member’s academic career.

Gargallo-Castel A, Garcia-Bernal J, Marzo-Navarro M, & Rivera-Torres, P. (2005) did study on job satisfaction: empirical evidence of gender diversity. They selected a sample of four hundred and thirteen faculty members of Spain for their study .They conducted factor analysis on those variables which could impact on a person’s job contentment. They use eleven-item questionnaire to assess the job contentment of the employees. According to them the susceptible factor for organization development is job contentment of the Spanish faculty members. Additionally, they have focus that the level of job contentment is derived from four factors which are, “Interpersonal relations”, “Economic aspects”, and “Personal fulfilment” Working conditions A consequent analysis related to workers' gender shows that as we have considered that man and women have same parameters for the study but the impact for each dimension is variable for each sub sample. The results of the study indicates the factors that affects employee contentment that will be useful and helpful for management of industries and the factors will also be useful and helpful for taking advantage of competitive opportunity and help to motivate and encourage dedicated staff.

In their study Bender, K. A., & Heywood, J. S. (2006) did survey at Department of Economics and Graduate Program in Human Resources and Labour Relations, University of Wisconsin-ilwaukee on Job Satisfaction of the Highly Educated: The Role of Gender, Academic Tenure, and Comparison Income and found that the faculty members in school of science are least satisfied where faculty members from other schools are equally satisfied. They also found that Men and women are equally satisfied. They have taken a sample of highly educated faculty member and found that male and female faculty members have the same expectations from their job. They found that in many traditional results from particular samples shows that the highly educated faculty members are concerned with the role of marital status, role of wages, health limitations of the faculty members and other many more fringe benefits. They also found that they have more complicated pattern for a gender in organization. They also found that the scientist which are working in business have confirm the old pattern of more satisfied female faculty members while the scientist working in academics finds the opposite that the females are less satisfied in academics. They also focus on the other thing is that the increase in job contentment is depend on a length of a service for both academics and non academics. They also found that they get more earnings in the organizations according to their role in the organization and these earnings differ found not only in worker’s section but also in all other sectors. They found that the roles are considerably differs across all the branches and sectors.

In their study on faculty job satisfaction across gender and discipline Sabharwal, M., & Corley, E. A. (2009) have found that In all the branches male faculty members are more contented then female faculty members. But when we add some

institutional demographic and career oriented factors in model the association is totally changed among them. They predict that Male would have more contentment than their woman colleagues when they are overprotective for these types of factors. Interestingly, they were not predicting or confirming for any of the corrective categories. It was found that within the health and science fields women were considerably less contented compare to man. While In the field of social science and engineering, the satisfaction level of man and women faculty members were almost same.

In their study Mehboob, F., Sarwar, M. A. and Bhutto, N. A. (2012) have found that female faculty members were normally less satisfied with their job than male faculty members. All the “*Job Hygiene*” and “*Job motivator*” attributes were practically or noticeably related to job contentment. The factors “*Policy*” and “*Working condition*” were the least satisfying characteristics while “*work itself*” was the most satisfying factor found in the job in this study correspondingly. The management of “SALU” need to pay attention to those factors which creates displeasure among faculty members’ mostly the intellectual strategy execution; they should also arrange certain training and development sessions with a view to not only enhance the knowledge, skills and Abilities of faculty members but also to link the up between contentment and discontent. There were also several other factors which creates contentment and discontentment was the “Working Condition” of the organization. The management should attempt to advance organizations working conditions by performing more research and development services to faculty members and also do necessary changes in recovering the classroom environment in the organizations.

*B. Study of satisfaction of faculty members or teachers and the type of employer, i.e. public sector and private sector*

Some interesting research has been carried out by researchers on the dimension of satisfaction of the private sector university faculty members and public sector university faculty members. In his study on job satisfaction and burnout among Greek early educators: a comparison between public and private sector employees Tsigilis, N., Zachopoulou, E., & Grammatikopoulos, V. (2006) have found that employees were least contented from the salary they get and most contented from their supervisor and the nature of their work. It was found that Public sector’s faculty members were less satisfied then their peers from the private sector from their compensation and their immediate supervisor. At last, the contentment from the Working condition and Nature of the job helps assume the emotional tiredness of public sector the prediction of public sector early educators’ emotional exhaustion. In their study on job satisfaction a study among public and private sector teachers of Bangladesh *M I Rehman, R Parveen (2008)* have found that the major characteristics of the job satisfaction profiles of dissatisfied faculty members were identified including their major concern in the areas of pay, promotion and recognition from authority for best job and performance feedback. It is felt that if these concerns are correctly addressed, the size and the gravity of the dissatisfaction experienced by dissatisfied faculty members may be reduced. In Bangladesh, there exists a clear difference between the salary structure of public and private universities. It widely differs even within the private universities. While public university teachers were more dissatisfied about equity of payment private university teachers were discontented regarding payment for exam duties. In this connection, they recommend that public universities should focus on revising pay structure of their teachers. As this structure is designed centrally by Government Pay Commission, it might be a pretty lengthy process to revise it. However, there is a different situation in the private universities. They can promptly revise the pay structure to reduce inequalities of pay of their teachers. They should include teachers in pay reformation. Most importantly private university authorities should seriously consider the matter of giving higher payment for exam duties—including compensation for invigilation in exam halls, remuneration of checking written scripts and taking viva voce. Teachers of both type universities similarly showed dissatisfaction while reacted on Opportunity of research work and Fair promotion procedures. This might be partly for the misconduct of unnecessary promotion as well as human psychological factors that typically acts unfavourably. It is true that there are similar rules and policies for promotion in all the public universities. But it has been observed that promotion decisions in public universities induced too many controversies. This controversy includes political biasness and irregularity. On the other hand the problem with private universities is fairly different as most of them have no structured rules and policies for promotion and also there lies huge dissimilarity and biasness in promotion practices among them. Their

recommendation for both type universities is that only fair promotion decisions can increase satisfaction of faculty members in this regard. Also all the private university should design a similar promotion policy and communicate the policy properly with their Faculty Members.

In their study on job satisfaction as predictor of life satisfaction a study on faculty members in government and private colleges in Jammu Bakhshi, A., Sharma, S., Kumar, K., & Sharma, A. (2008) did study at University of Jammu and they have found that there is a significant different in job contentment of private college faculty members and government college faculty members. Private college faculty members have lower job contentment then government college faculty members. They found that there is not any significant disparity in life satisfaction scores of private college faculty members and government college faculty members. They found that in overall sample of the study a positive important correlation between life satisfaction and job contentment.

In their study on Job Satisfaction among Public and Private College Teachers of Dhaka City: A Comparative Analysis M I Rehman (2008) it has been found that teachers are very insightful on payment. Although in Bangladesh, there is a clear distinction between the salary structure of public and private colleges, both the authority should modify the salary structure of public and private colleges. They should include teachers in salary reforms. At the same time, teachers are dissatisfied on opportunity of research work and fair promotion procedures in public and private colleges. It is fact that there are similar rules and policies for promotion in all the public colleges. But the problem with private colleges is somewhat different as most of them have no ordered rules and policies for promotion. Fair decisions on promotion can increase satisfaction of faculty members in this regard. Analysis also shows that private college faculty members are enjoying modern classroom equipments and technological facilities than public college faculty members and it has been come out as an important factor for their overall job satisfaction. Most of the respondents think that the authority is not very aware about problems and benefits of faculty members. The public colleges suffer from bureaucratic red-tapism in many cases and afterwards the reaction of authority in the direction of needs and demands of faculty members are delayed. Authorities should arrange regular meetings with faculty members to hear their suggestions and also try to value it. Private college faculty members clearly show less job satisfaction regarding the campus facilities. This problem can be solved only if private colleges try to enlarge their campus facilities. Another point of dissatisfaction is monotony of job as there is lack of opportunity to teach different subjects. This dissatisfaction can be reduced through plan out the course, syllabus and curricular activities in the organization. Again, both the group showed general dissatisfaction about not having of performance feedback in the organization. Authorities should try to provide correct performance feedback to the faculty members in this regard. They can develop a performance feedback system with provision for financial and non-financial rewards. Finally, relationship with age group has been emerging as an important factor for the respondents. However the private college faculty members are more positive than the public college faculty members in this connection. In spite of many other dissatisfaction factors of different degree, respondents showed extremely positive attitude towards the sense of pride with their job. It truly reflects the confidence of faculty members who still think this job is a decent occupation. College faculty members are proud of the key beliefs of teaching although their salary structure is quite low. So the authority of all the colleges should consider of providing higher satisfaction to the faculty members to support such positive attitude of the faculty members in the future.

In their study on job satisfaction among academic staff: a comparative analysis between public and private sector universities of Punjab, Pakistan Khalid, S., Irshad, M. Z., & Mahmood, B. (2012) have found that salary disparity does exist between public universities and private universities in Pakistan and Educators in public sector universities were found less contented with (1) job security and (2) Co-worker's behaviour, on the other hand private sector universities educators were more contented with their (1) supervision(2) Salary and (3) Promotional opportunities than the educators of public university. even if, both public and private university faculty members show important difference in the level of overall job contentment

that they derived from various variables like Relationship with co-workers, Salary, behaviour, promotional opportunity, Job security and Supervision.

*C. Study of satisfaction of faculty members or teachers and their job satisfaction factors*

A significant amount of research has been carried out by researchers on the dimension of satisfaction factors. In their study on factors influencing the job satisfaction of academics in higher education Schulze, S. (2006) at university of South Africa has found that job satisfaction had the utmost correlation with physical conditions and support, research and thereafter compensation and other benefits the university provides. Higher education institutions need to sustain the factors that at present generate satisfaction. These Include involving lecturers in courses that they are interested in; preserving their academic freedom, the right to choose the direction of their own research and the opportunity for continued learning; upholding the availability of research leave and flexible working hours bolstering positive interpersonal relationships between peers. Factors that lead dissatisfaction included government interference in coaching , research –related aspect like limited time to do research , poor quality of students' work, shortage of research investigators, ambiguity about how to do research and the quality of their research efforts. promotion parameters and political beliefs adjoining promotion, time spent on administrative work, the amount of paperwork involved and the level of communication at meetings, poor academic communication among peers, salaries in comparison with salaries outside the HE system, lack of financial support to attend conferences and lack of appreciation for work within the organization.

In their study on an analysis on job satisfaction at the academic level- a Romanian case study Nicolescu, L., Dima, A. M., Anghel, F., and Păun, C. (2009), Academy of Economic Studies from Bucharest have found that there are three types of organizational factors that control job contentment levels in the specific Romanian Higher Education Institutes. In the three factors first, discontent factors in education for a most of educational staff are the Promotional opportunities and earnings for all academic positions except full time professors. Second, contentment factors for most educational staffs are the climate at work place, certainty of the work place and number of teaching hours. Third, the following factors are sources of both contentment and discontent is with teaching aids, access to information and working conditions. Persons believe the above factor as satisfactory or non-satisfactory this depends on their view regarding personal factors such as academic position, work experience and their age. These factors relate to the organizational support offered to faculty members.

*D. Study of satisfaction of faculty members or teachers and their satisfaction and dissatisfaction*

A significant amount of research has been carried out by researchers on the dimension of satisfaction and dissatisfaction of faculty members. In their study on teachers job satisfaction and motivation for school effectiveness: an assessment Ololube, N. P. (2006) has found that the author had evaluated suggestions of the study's conclusion as per the weakness and strength of study's design and the result of the study are limited to the use of self-report instruments to measure respondents' job contentment and job discontent level and they also focus on how it affects faculty members job performance. Even if the author found the significance placed on evaluation and perceptions in job contentment research studies, self-report method are correct and appropriate as a means of data collection. In this research study a greater force is the study's high response rate. Differences that might exist between respondents' observation could also affect the study's result, thus preventive its generalizability. Though, the result of this research is generalizable, mainly to teaching and all establishments under the public sector. Even if, while a study of this kind has by no means been accepted on this level in Rivers State earlier than .The author had used the job contentment and discontent variables. This study will be a direction for future investigation. This study to be passed out on a wider principle. It also covers many states of the alliance as a way of result a permanent result to faculty member's harmful outlook toward occupation and job discontent. A different perspective regarding job contentment and discontent and their motivational variables needs to be taken into thought the exclusive character of the parameters used in this research but their environmental and cultural beginning is therefore extremely suggested.

In their study on job stress and job satisfaction among universities faculty in Lahore, Pakistan Manzoor, M. U., Usman, M., Naseem, M. A., & Shafiq, M. M. (2011) have used following variables like professionalism, contentment with organization's management, respectable nature of job, contentment with facilities / profits, relationships with faculties, job demands too much physically and mentally, Performance evaluation by employer, job assignment, pressure from compensation in colleague's performance, Inadequate salary and have found that workers were particularly contented with their work. There were also few extremely tense workers on their jobs. Most of the workers were conversely averagely contented on each parameter used in survey to evaluate the level of job stress and job contentment. They have also found that there is a common association exist between job contentment and job stress.

In their study Foor, R. M., & Cano, J. (2011) did the study on predictors of job satisfaction among selected agriculture faculty members have found that generally, faculty members specializing in the areas of agricultural faculty member education, agricultural communication, agricultural leadership and additional room education were reasonably contented with their work. Faculty members specializing in agricultural communications reported the maximum level of overall job contentment. Faculty members were merely to a few extents contented with the parameter policy and administration and financial wealth. He also indicates that future studies of job contentment that use the Three parameters job contentment scale should discover substitute methods to gather information on faculty member specializations so as to offer more meaningful expressive results with relation to the areas of specialization faculty members recognize with. Future examinations of faculty job contentment should look for to measure the association between levels of faculty member job contentment and selected features of learning and teaching such as teaching style, self-efficacy levels of cognition reached, and other parameters of attention that are supported by the review of literature. Moreover, qualitative studies such as a phenomenological study may present a better off, deeper perceptive of job contentment of faculty members.

In his study Deshwal, P. (2011) has carried a survey to investigate the level of job contentment for engineering faculty members in the engineering colleges of technological universities in Uttar Pradesh. They find out that faculty members are found impartial with managerial policies, promotional opportunities and independence. Participation of faculty members in framing managerial policies should be ensured. They should get better promotion opportunities and freedom in their work. As the majority of the faculty members were found to be contented with the inventiveness, work diversity, work itself, reimbursement, colleagues support, accountability and social status of job, attainment, student's interaction and job security. Therefore, there should be continuous response from faculty member for these parameters. The working situation should be enhanced; their participation in decision making, administrative matters, revision of curricular and other educational matters must be making sure. The management should aim to put up faith in faculty members.

In their study to inspect the job satisfaction level of the academic staff in Bahawalpur colleges Saba, I. (2011) has found that the for the most part of respondents are contented with pay, job itself, job safety, working conditions, and co-worker's support. The persons having a subject specialization and generous knowledge enjoy independence in their method of coaching and it gives them a sense of contentment in terms of job content. The young faculty members discover the pay level in public institutions very striking and find it very sensible when match up with their qualification. Simultaneously the current financial circumstances do not offer hopeful packages to the college students, the other majority part of the sample consists of the faculty members with more knowledge and a considerably large term of work and the faculty members of the public institutes have an sufficient amount of liberty to perform their lecture in their individual method and can decide lecture delivery method which they believe suitable. They have more understanding in this field and they do not have any danger of being terminated by the management of the college. Faculty members are contented with their Colleagues because they work together with them and also make possible them sufficient support whenever they require. But most of the Faculty Members are discontented with the manner promotion are given on the job. The recently appointed faculty members usually express a sense of discontent with

promotion measures and for that one major cause can be the current recruitment policy in public sector educational institutes because most of hiring's on public sector educational institutes is on contract basis.

*E. Study of satisfaction of faculty members or teachers and their academic profession*

A significant amount of research has been carried out by researchers on the dimension of academics as a profession. In their study on the academic profession in Europe –A view from the status perspective Enders, J. (1997) has found that the academic professionals in Europe is more satisfied with their job then the prior public debate suggested. Especially university professors are relatively satisfied with their job in general with the employment conditions and resources for work. There are areas however which academics are quite critical. The resources on their work are more frequently viewed as an obstacle than as satisfactory. Many academics consider their teaching related workload is very high. The organization administration as well as the involvement of scholars in decision making is criticized as being uncreative. In addition junior educational staff in various countries indicated problems of job security and lack of opportunity for career development. In general however the survey does not depict the academic profession as clearly disappointed and angry.

*F. Study of satisfaction of faculty members or teachers and relationship with their age*

A significant amount of research has been carried out by researchers on the dimension of age. In their study on job satisfaction of faculty members of veterinary sciences: an analysis did by Gautam, M., Mandal, K., & Dalal, R. S. (2006) with a view to determine the level of job contentment of the faculty members of faculty of veterinary sciences and animal husbandry, Sher-e-Kashmir university of agricultural sciences & technology of Jammu to investigate the variation in the job contentment level. It was found that overwhelmingly it may be stated that job contentment is a multidimensional occurrence with a number of parameters functioning simultaneously. The on the whole job contentment of the faculty members of faculty of veterinary science and animal husbandry, SKUAST-J is appropriate and sensible. The younger faculty members are more contented as compared to those with a long tenure of work although the association is not linear. There is insignificant differentiation between those holding masters degree and those who have attained Ph D. Degree works as a strong motivator and possibility of burnout cannot be lined out. Conversely, the researcher had recommended additional studies to appreciate the dynamics of job contentment.

*G. Study of satisfaction of faculty members or teachers and correlation between satisfaction, commitment and performance*

A significant amount of research has been carried out by researchers on the dimension of correlation between satisfaction commitment and performance. Sirohi, A., & Shrivastva, N. (2010) investigates that the faculty members' dedication, contentment and performance are important in education sector mainly in private universities. She has chosen top seven private universities of Uttar Pradesh as a target sample to conduct the survey study. The respondents of the survey are from two departments namely management department and information technology department. To examine the reliability of the items she has used a tool names Cronbach's Alpha coefficient. She developed a Model describing the relationship among job satisfaction, job commitment and faculty performance. The result of the research is that the satisfaction is enormously associated with commitment and performance and commitment also associated with performance of faculty members of private sector colleges of India and the faculty staffs achieve better job tasks, acceptance of organization values, low absenteeism, more input in decision making, increase term, and trustworthiness and organization goal by guidance of the high satisfaction and commitment level.

*H. Study of satisfaction of faculty members or teachers and relationship with their ethnicity*

Some interesting research has been carried out by researchers on the dimension of Ethnicity and Job Satisfaction. In their study at the job satisfaction level of Chinese and Indian born engineering faculty at a research university, Madhavan, S. M. (2001) has found that "Indian-born" and "Chinese-born" faculty members face some outstanding trouble in the place of work.

These problems comprise of cross-cultural communication diversity, perceived favouritism that can lead to misunderstandings with superiors, subordinates, peers and gender related issues. These problems can result in a lack of "fit" and can cause instability, which can grounds these professors to feel unhappy, frustrated and even angry. If they are not satisfied with their jobs, they may choose to return to their home country, join corporate or consulting firms or other academic institutions. Thus, it is very important for the academic administration to know how foreign-born faculty perceives their work environment, their level of job satisfaction, and their degree of incorporation as professionals and individuals. Such knowledge can be used to develop programs that promote transition and respond to problems and needs that may subsist among the foreign born faculty so as to nurture and retain them.

*I. Study of satisfaction of faculty members or teachers and their superiors*

Research has been carried out on the dimension of faculties and superiors. Bachman, J. G. (1968) did study on faculty satisfaction and the dean's influence: an organizational study of twelve liberal arts colleges. In their study they took sample size of 685 faculty members from 12 liberal arts colleges. They have taken measures like amount of administrative influence bases for their influence of dean and faculty along with faculty satisfaction. They found that faculty members' satisfaction is highest in those colleges having the highest total persuade across all levels of the academic hierarchy. Faculty members had also shown highest faculty satisfaction with deans who have relatively high influence over college affairs and whose influence over college respect rather than upon legitimate authority and coercion.

Oshagbemi, T. (1999) did study on Academics and their managers: a comparative study in job contentment. The purpose of this study was to examine the job contentment of academics and their managers, and to find out whether academics that hold managerial positions are generally more contented with their jobs than academics that do not hold similar organizational posts. The study also found that university faculty members are reasonably contented with their jobs, even though there are aspects of their jobs from which they get some discontent. With the use of a statistical test of differences, it was observed that university and their executive vary considerably on the levels of contentment which they get from most aspects of jobs performed by them. Sources of these differences are established, and the general outlook is that management position, categorized by seniority in rank, age, and length of service, etc. has optimistic impact on the level of job contentment of university faculty members.

*J. Study of satisfaction of faculty members or teachers and their motivator and hygiene factors*

A significant amount of research has been carried out by researchers on the dimension of motivator and hygiene factors. In their study on case study of factors influencing jobs satisfaction in two Malaysian universities Wong, E. S. K., & Heng, T. N. (2009) have found that this research reveals that all motivator aspects are related to job discontent, at the same time some of the hygiene factors, really, lead to job contentment. These "motivators" in Herzberg's words including acknowledgment, development, achievement, accountability, and the work itself attained low value for Malaysian faculty members, presentation a trend in the direction of job discontent. Two "hygiene" factors, administration and policy and pay were low in the model suggested by Herzberg's, but seemed high for Malaysian faculty members, revealing a tendency in the way of job contentment. This study also suggests that cultural background differences may have an impact on employee's response to job contentment, as the pattern of job attitudes for Malaysian faculty members is not alike to that in the Herzberg job contentment model. In conclusion, this research provided the means to notice factors that measure job contentment of faculty members of Malaysian university. It is suggested that each selected institution use the results from this research to advance the job contentment of each individual faculty member according to his or her indicated desires. In addition, the disclosing factors that affect faculty member's job contentment should be recognized to sustain with universal and long-term strategy for development.

*K. Study of satisfaction of faculty members or teachers and its impact on performance and commitment*

A significant amount of research has been carried out by researchers on the dimension of outcomes of job satisfaction and dissatisfaction. Nagar, K. (2012) in her study on organizational commitment and job satisfaction among teachers during times of



burnout, has focused to find out three parameters of burnout that are, reduced personal achievement, depersonalization, and emotional tiredness. She has taken 153 universities faculty members job contentment and the effect of enhanced job contentment on dedication among faculty members toward their institute. She has chosen Minnesota Satisfaction Questionnaire (MSQ) for this research to evaluate faculty member's job contentment. She apply many equipment for analysis like Chi-square/degrees of freedom, factor analysis, AGFI, GFI, RMSEA, NNFI, RMSR, and CFI. She has found that job contentment is an important predictor of a faculty member's promise toward his/her organization. Faculty members with high job contentment are more probable to show greater managerial promise. As faculty members contented with their occupation are more likely to be pleased and have a stronger will to work hard, they may be more capable and successful in doing their work. The contentment and positive sentiment toward one's occupation further support the sentiment of dedication toward the institute that acts as the large source of such contentment. The administration of educational institutions may lead to Faculty member's burnout. Constant pressure can result in reduced faculty member's participation with the occupation, declined organizational promise, and also lower the job contentment level. It may even cause increased levels of faculty member's turnover and absenteeism. The cost of turnover can be towering to institutes. The stress of faculty members is another important outcome due to high faculty member's turnover. She has recommended that one of the scariest outcomes of decreased job contentment is its effect on health.

In their study on organizational commitment and job contentment at Islamic Azad universities at Iran Caramollah, D., Kokab, E. E. (2012) have found that this study showed factor like kind of labour, skills, amount of pay have impact on faculty member's job contentment. Amount of contentment of managers and faculty members are same. It is seemed that one of these factors: Revenue, power, and facilities have effect on faculty members' and managers' contentment. The study revealed correlation between faculty member's job contentment with efficient and normative institutes. The result of this study exposed that there is straight and important relationship between faculty member's job contentment and faculty member's managerial commitment.

In his study on an investigation of the relationship between job attitudes and job performance of university teachers Senthilnathan, S. (1998), has found a positive association between job contentment and job performance of university faculty members in "EUSL". This study can be comprehensive to faculty members in secondary schools as well as to the universities in other countries, mainly in the developing countries.

#### *L. Study of satisfaction of faculty members or teachers and their satisfaction - retention - assessment - well being*

A significant amount of research has been carried out by researchers on the dimension of satisfaction - retention - assessment - well being. In their study on Predictors of job satisfaction among academic faculty members: does instructional and clinical staff differ, Chung, K. C., Song, J. W., Kim, H. M., Woolliscroft, J. O., Quint, E. H., Lukacs, N. W., & Gyetko, M. R. (2010) have found that more importance must be positioned on faculty members' wellbeing at both the institutional level and at the level of departmental management. Efforts to boost job contentment and advance safeguarding are more likely to achieve something if they are concentrating by nearby designed opinion connecting department chairs and are particularly aimed at developing more successful mentoring family and enhancing the occurrence accessible for career development activities such as research work. Their findings also exposed that these strategies can have considerable impacts on job contentment and the preservation of clinical track faculty members.

#### *M. Study of satisfaction of faculty members or teachers and their state, demographic factors and satisfaction*

A significant amount of research has been carried out by researchers on the dimension of state, demographic factors and satisfaction. In their study on Job satisfaction of Greek university professors: Is it affected by demographic aspects, academic rank and issues or problems of higher education, Platsidou, M., & Diamantopoulou, G. (2009) have found that the faculties who were more contented with their work tended to measure as fewer accurate the problems of higher education, in difference to

those who were less contented with their job. At last, the regression analysis shown that only one of the severe problems of higher education institutes, the reliance of Greek university on the state and the political parties can considerably forecast the overall job contentment of the Greek faculty members. They also found that though they may be accountable for holding back the reorganization and satisfying the weak points in the Greek universities; do not affect appreciably the level of academics' job contentment. Greek academics were some-what contented with their job; no statistical major effects of the demographic parameters like gender, age, marital status and work experience were found. They measure most of the problems under investigation as very harsh to quite harsh. After all, the more contented faculty members evaluated as less serious the higher education problems compared to their less contented colleagues.

*N. Study of satisfaction of faculty members or teachers and their student's achievements or feedback and teacher's satisfaction*

Some interesting research has been carried out by researchers on the dimension of student's achievements or feedback and teachers satisfaction. In their study on attrition of the silent voice: African American males in community college Corbin S., & Ajamu, A. (2000) have found that faculty member at this particular community college are habitually contented with their roles. Those faculty members who responded were, on the whole, comfortable with their perceptions of themselves as faculty members and also thought that they played a very important role in selection of students to attain their educational and individual goals. Their individual levels of contentment were mainly considered by their observation of their students' academic accomplishment and stoppage. Faculty members at university enjoy education and supporting students in their efforts, and the response they receive from students ultimately helps them to decide their job contentment levels. Thus, student communication becomes the key resource for formative job contentment of faculty members. Another major result of this study, which deserves concentration, is that gender and race do work together and have important impact on faculty observation of roles. In fact, at this institution there is confirmation that the white male faculty members have more in general with the black female faculty members, and subsequently the black male faculty members have more in common with the white female faculty members in terms of the perceptions of their special roles. In observance with past investigation, the faculty members at this organization reported that the mean of the community college is dissimilar than that of four-year organization in higher education. Most faculty members see their job as providing educational opportunities for unfortunate students; so they get contentment from the achievement of these students. In each of the four groups, faculty members articulated a great deal of anxiety and perceived accountability for their students' achievement. At this college, students are habitually professed as being too abundant and under-prepared. As accepted, faculty member become irritated with their malfunction in such an organization which is predictable to present an occasion for these students to become victorious. Because of the feelings of disappointment practised by this faculty member, they avoided taking personal accountability for student failures, while others presume extra responsibility for the success of these students, resulting in extra stress and role inconsistency for those faculty members.

*Study of satisfaction of faculty members or teachers and their students, salary and satisfaction*

A significant amount of research has been carried out by researchers on the dimension of students, salary and satisfaction. In his study on correlation between faculty contentment and student contentment in higher education at the Ohio State University Kristin Ann Kroncke (2006) have found that 1. why students decided to attend Ohio state University and the different reasons were that the students chose this university differed, sometimes a great deal, by education department, but in general, most students chose this university because of their perception of the value of their degree, the location of the university and the academic service it facilitates. 2. for the student satisfaction with faculty teaching? They found that students were highly satisfied with faculty members. Knowledge of the subject matter and were slightest satisfied with their innovation in teaching and capacity to create research opportunities for their students. 3. For Analysis of Students Perception of Academic Effectiveness they found that those students did not rank much high, instilling an gratitude for community service and spiritual development, are not institutional priorities of Ohio State University. 4. For the analysis of Faculty Satisfaction they found that

faculties appear to like their independent, individual pursuits. Salary is one of the significant factors that contribute to their overall contentment, yet overall, it was one of the lowest ranked factors compared to the others measure in the survey.

### III. CONCLUSION

This article includes literature review of book, research papers, related article, organizational report, theses, and literature available on internet regarding job satisfaction of higher education institutes. This paper includes the perspectives of various researchers regarding job satisfaction. They found that job satisfaction of faculty members is very critical aspect for all the higher educational institutes and it affects performance of employees and quality of education in all the higher education institutes. Thus this area of job satisfaction among faculty members is a well researched and well discussed topic all over the world.

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