



PAY BENEFITS AND WORKPLACE MILIEU EFFECTING JOB SATISFACTION LEVEL OF UNIVERSITY TEACHERS: A CASE STUDY OF PUNJAB UNIVERSITY

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ABSTRACT

The major concern of the study was to examine the influence of pay satisfaction and workplace milieu on job satisfaction levels in the teaching faculty members of University of Punjab. There were three major objectives of this study. First one was to examine the pay satisfaction level of teaching faculty members of University of the Punjab. Second objective was to examine the effect of workplace milieu on job satisfaction level of teaching faculty members of University of the Punjab. And the last one was to study the association between pay satisfaction and job satisfaction levels in the teaching faculty. The universe of the present research consisted of teaching faculty members of University of the Punjab. A sample of 200 respondents was selected using stratified sampling method. The survey research method was conducted to collect data using a structured questionnaire. The empirical findings of the research showed positive relationship between pay satisfaction and job satisfaction. Drawing from this finding it may safely be concluded that university teacher's job satisfaction is significantly related with their pay satisfaction.

Key Words: Pay Benefits, Workplace Milieu, Job Satisfaction, Teachers.

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INTRODUCTION

Economic reward is considered important in influencing one's level of job satisfaction, which in turn affects the quality performance of the employees. Job satisfaction is the pleasure that you get from doing your job. It is a collection of attitudes that workers had about their jobs. Job satisfaction may simply be defined as the affective orientation that an employee has towards his or her work. Shortly, job satisfaction has described the feelings, attitudes or preferences of individuals regarding work (Chen, 2008). Job satisfaction is a key instrument to gauge the organizational health as service quality largely depends upon the human resources (Crossman & Abou-Zaki, 2003). The idea that happy workers are productive workers developed in the 1930s and 1940s, largely as a result of findings drawn by researchers conducting researches on employer-employee relations.

Emotional reactions to work or workplace milieu are inevitable. One's thinking, feelings and action tendencies toward work are termed job satisfaction. Job satisfaction is in regard to one's feelings or state-of-mind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors, such as the quality of one's relationship with their supervisor, the quality of the physical environment in which one works, degree of fulfillment in one's work. Various researches (for example, Trochim (2006) indicated that pay satisfaction affects one's job satisfaction, which improves the performance of employees. Others (for example Travis, T. G., 2004) highlighted that it may not only be the pay satisfaction levels rather specific work situations were important in influencing the levels of job satisfaction and improving the work performance.

Most organizations wisely monitor the satisfaction levels of their employees. Job satisfaction is related to employee motivation and performance (Ostroff, 1992). Job satisfaction is also significantly linked to employee absenteeism (Hackett & Guion, 1985) and turnover (Griffeth, Horn, & Gaertner, 2000). There are even some evidences that job satisfaction positively influence organizational citizenship behavior (Organ & Ryan, 1995). Research indicates that employees who are satisfied with their jobs are more likely to stay with their employers. Today's managers find it hard to ignore the issue of job satisfaction at a time when the demand of meaningful work is increasing. There are two main reasons why managers are concerned with job satisfaction. First, they have a moral responsibility to do what they can to provide their employees with a satisfying work environment. Second, they believe that the behaviour of satisfied workers will make positive contributions to the organization. Studies have shown that job satisfaction have a direct effect on turnover (Fishbein & Ajzen, 1975; Fishbein, 1980).

Pay satisfaction is a much narrower construct than job satisfaction. However, pay satisfaction is also an important variable that was linked to some rather significant organizational outcomes. Some evidences suggest that dissatisfaction with pay may lead to decreased job satisfaction, decreased motivation and performance, increased absenteeism and turnover, and more pay-related

grievances and lawsuits (Cable & Judge, 1994; Gerhart & Milkovich, 1990; Huber & Crandall, 1994; Huselid, 1995; Milkovich & Newman, 2002).

History of Job Satisfaction

The studies of employee's job satisfaction have been started from almost one hundred years ago. The beginning of these studies can be traced back to at least 1911, when Taylor try to locate the ways to train employees in doing so he identifies employees and their job duties (Taylor, 1911). After the seven years of that study Edward Thorndike tried to examine the link between work and satisfaction which was published in the Journal of Applied Psychology in 1918. This help in clarifying the concept of job satisfaction (Travis, 2004). By 1927, Elton Mayo first studied the effect of lighting at the Western Electric Hawthorne Works in Chicago which examine employee's positive or negative reaction to their jobs had fully (Bruce & Blackburn, 1992). These studies tried to bring other factors that can effect employee's job satisfaction other than environment (lightening). The Hawthorne Studies continued until 1932 and he identified some other factors that can affect employee such as temperature, fatigue, breaks, and working hours. Mayo's work bring the idea that one should study workers and provide them with more attention can increase their motivation and productivity. Mayo had brought the essence of human motivation, marking a new period of humanistic job satisfaction research, and revolutionizing the research and theories of job satisfaction. Job satisfaction studies continue to emerge, and the results are often valued for both humanistic and financial benefits. When employees are satisfied, they tend to care more about the quality of their work, they were more committed to the organization, they had higher retention rates, and they were generally more productive (Bravendam Research Incorporated, 2002)

Significance of Study

The main concern of the study was to examine the relationship between pay satisfaction and job satisfaction of university teachers. It is needless to say that quality education in universities is deemed to be important for the growth of individuals on the one hand and the overall development of the society on the other. Increase in economic reward is considered as one of the important tools to motivate the employee in any organization. Pakistani government has taken initiatives to enhance the quality of education in both public and private sector universities through higher education commission. Various economic incentives (best teacher award, research grants, publication incentives, tenure track system are the examples) have been introduced by the Higher Education Commission (HEC) to help improve the higher education in Pakistan. But still a huge proportion of university teachers is not highly qualified and is working under old basic pay scale system (with relatively low salary package). The pertinent question arises whether university teachers working under basic pay scale are satisfied with their pays or not? Satisfaction or dissatisfaction with the level of pay may affect their overall satisfaction with job, which in turn can influence their performance towards quality of education. The teachers less satisfied with their salaries are considered to be dissatisfied with their jobs in that they may teach in private educational institutions to raise their earnings at the cost of the quality of the education of public

sector universities. The present study is an attempt in this regard to see as to how far job satisfaction of university teachers is linked with the pay satisfaction level. The variety of reasons supports the significance of employees' satisfaction. Perhaps the foremost reason is moral one. It can be argued that employers have a moral obligation to make experience personally rewarding. Employees physical and mental well being appears to be correlated with job satisfaction.

From the studies (Agarwal and Ferrat, 2001; Chen, 2008) it has been clear that better organizational behavior towards its employee can positively affects employee working performance and organizational commitment but on the other hand it can negatively influences employee turnover. There are many variables that have a direct or indirect link with job satisfaction as motivation, stress, salary, promotion, role conflict, distributive and procedural justice, role ambiguity, autonomy, workload, leadership style, educational level, emotional intelligence. These variables can become an important factor in the understanding of job satisfaction.

Significance of Job Satisfaction

The importance of job satisfaction lies not in its relationship with performance and but with its stabilizing effects (reducing tardiness, absenteeism, and turnover) and through its effects on cohesion (increasing pay satisfaction). Modern managers recognize that an organizations' performance should be measured in human dimensions, as well as in terms of return on investment, market share, and the like. Job satisfaction appears to mediate the effects of in-role performance, role conflict, and job-induced tension on intent to leave and extra-role performance. Gupta and Beehr (1979) demonstrated a positive relationship between job stress and withdrawal behaviors, which they suggested were mediated by job dissatisfaction. These relationships illustrate the centrality of job satisfaction in a network including many of the most important constructs in organizational behavior and marketing. They will also serve as a validating network establishing homological validity of the resulting job satisfaction scale.

Hertzberg (1966) found job dissatisfaction to result from hygienic factors. Deci (1971, 1972) found that reward contingency may act to diminish intrinsic motivation; because the provision of incentives was necessarily extrinsic to the work itself, the relationship of each dimension to the other study variables may add to the understanding of the role incentives play. The basis for the improved two-dimensional job-satisfaction scale is the Job Dimension Scale (Schletzer, 1965). The importance of employee satisfaction at the workplace was as the heart to your body. If you are partially satisfied then you can work but there will be less or no productivity. The companies who are at the top in world ranking have good HR system where every employee is happy and satisfied with the environment and remuneration package hence greatest productivity and success.

Potential Moderators of Job Satisfaction and Pay Satisfaction

A number of individual-level variables have been examined to see if they exert possible moderating effects on employees' levels of job satisfaction and pay satisfaction. For example, research has been

conducted that has investigated whether job satisfaction and pay satisfaction are influenced by sex/gender (Keaveny & Inderrieden, 2000; Masson, 1995; Oshagbemi, 2000a; Oshagbemi, 2000b), age (Kalleberg & Loscocco, 1983; Oshagbemi, 1997; Oshagbemi, 2000a), seniority (Bedeian, Ferris, & Kacmar, 1992), and rank (Oshagbemi, 2000a; Oshagbemi, 2000b). Much of the research regarding the above-mentioned individual-level variables is contradictory and inconclusive. More research conducted in academic settings may help to eventually clarify the nature of the relationship of these individual-level variables to job and pay satisfaction.

Organizational-level variables may also exert an influence upon the job satisfaction and pay satisfaction levels of academic faculty. For example, it is possible that the job and pay satisfaction levels of faculty members may be moderated by such variables as size (number of students), whether the institution is public or private, the presence or absence of unionization, and the overall salary level of the university. There is a lack of empirical data on the possible effects of these organizational-level variables on the job and pay satisfaction levels of academic faculty. Some of these variables may prove to be significant moderators of satisfaction levels. We currently know very little about how these variables relate to faculty satisfaction. They may well have an important influence upon the satisfaction levels of faculty in university settings.

Factors Linked with Job Satisfaction

Many researchers have been trying to work out about job satisfaction and its components. In particular, we know that dissatisfied employees are like to leave their jobs. Thus, the understanding of employee job satisfaction and its contributing variables are important for any organization to survive and flourish (Mrayyan, 2005). From the studies it has been clear that better organizational behavior towards its employee can positively affects employee working performance and organizational commitment but on the other hand it can negatively influences employee turnover (Agarwal and Ferrat, 2001; Chen, 2008). There are many variables that have a direct or indirect link with job satisfaction as motivation, stress, salary, promotion, role conflict, distributive and procedural justice, role ambiguity, autonomy, workload, leadership style, educational level, emotional intelligence. (Stordeur et al., 2001; Chu et al., 2003; Kafetsios and Zampetakis, 2008). These variables can become an important factor in the understanding of job satisfaction.

MODELS OF JOB SATISFACTION

Affect Theory

Edwin A. Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when

expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet.

Dispositional Theory

Another well-known job satisfaction theory is the Dispositional Theory. It is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one's job. This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Research also indicates that identical twins have similar levels of job satisfaction. A significant model that narrowed the scope of the Dispositional Theory was the Core Self-evaluations Model, proposed by Timothy A. Judge in 1998. Judge argued that there are four Core Self-evaluations that determine one's disposition towards job satisfaction: self-esteem, general self-efficacy, locus of control, and neuroticism. This model states that higher levels of self-esteem (the value one places on his/her self) and general self-efficacy (the belief in one's own competence) lead to higher work satisfaction. Having an internal locus of control (believing one has control over her/his own life, as opposed to outside forces having control) leads to higher job satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction.

Two-Factor Theory (Motivator-Hygiene Theory)

Frederick Herzberg's two factor theory (also known as Motivator Hygiene Theory) attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors – motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain personal and organization goals (Hoskinson, Porter, & Wrench, p.133). Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities. These motivating factors are considered to be intrinsic to the job, or the work carried out. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions. While Herzberg's model has stimulated much research, researchers have been unable to reliably empirically prove the model, with Hackman & Oldham suggesting that Herzberg's original formulation of the model may have been a methodological artifact. Furthermore, the theory does not consider individual differences, conversely predicting all employees will react in an identical manner to changes in motivating/hygiene factors. Finally, the model has been criticized in that it does not specify how motivating/hygiene factors are to be measured.

Job Descriptive Index (JDI)

The Job Descriptive Index is an instrument that is used to assess job satisfaction more than any other inventory (Kinicki et al., 2002). Spector (1997) also states that it may also be the “most carefully developed and validated” job satisfaction measure. It is designed to measure job satisfaction on the basis of five facets, including an overall job satisfaction facet, the Job in General (JIG) scale (Kinicki et al., 2002). Kinicki et al. (2002) found that the JDI was correlated with performance evaluation scores. The Job Descriptive Index manual (Balzer et al., 1997) describes the purpose of the JDI as well as the validity and reliability conducted. The basis for the Job Descriptive Index is that job satisfaction is important for three different reasons: humanitarian concerns, economic concerns, and theoretical concerns.

Humanitarian concerns are of interest because employers want people to be satisfied with their jobs. Job satisfaction has been related to various factors, like physical and mental health, as well as overall life satisfaction, so it is important for people to be satisfied at work (Balzer et al., 1997). Economic concerns are of interest to employers because they want to get the most from their employees. If happier employees lead to increased productivity, then it is worth the employer’s time to make the employees satisfied. Job satisfaction can also lead to various factors like decreased absenteeism, reduced turnover, and fewer on the job injuries (Balzer et al., 1997). Theoretical concerns are of interest because many people view satisfaction as the cause of work-related behaviors, such as maintaining good working relationships, coming to work, and doing the job well (Balzer et al., 1997).

The facets of the Job Descriptive Index are derived from the definition of job satisfaction put forth by Smith, Kendall, and Hulin (1969). Smith et al. (1969) defined job satisfaction as “feelings or affective responses to facets of the situation” (p. 6). Because of this definition, the JDI viewed satisfaction as the accumulation of five facets: work on present job, present pay, and opportunities for promotion, supervision, and people on your present job (co-workers). For each facet, validity and reliability data has been collected.

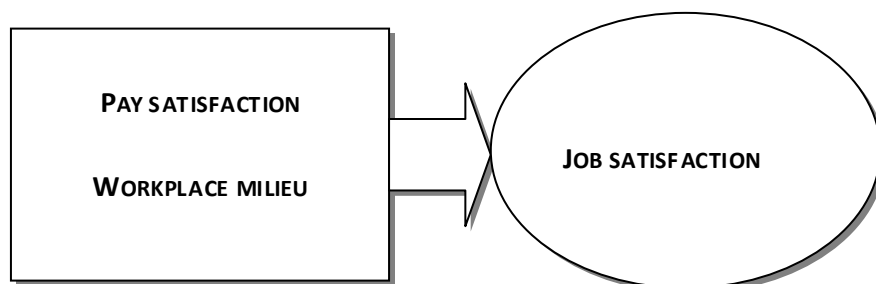
The validation studies were conducted over a period of five years, beginning in 1959. Because of these studies, which found similar results, conclusions were drawn about the JDI. (Balzer et al., 1997). The JDI measures had high levels of discriminate and convergent validity. Balzer et al. (1997) found evidence for convergent validity when the JDI was found to correlate highly with other measures of job satisfaction, such as the “Faces” scale (Kunan, 1955), and a numerical rating scale (-100 to +100). Smith et al. (1969) that the scoring format of the JDI was the best scoring procedure. Internal reliability was conducted on the 1997 version of the JDI with the JIG from over 1600 cases and was found to be high with coefficient alphas of reliability ranging from .86 to .92 (Balzer et al., 1997).

Objectives

The major objectives of the study were:

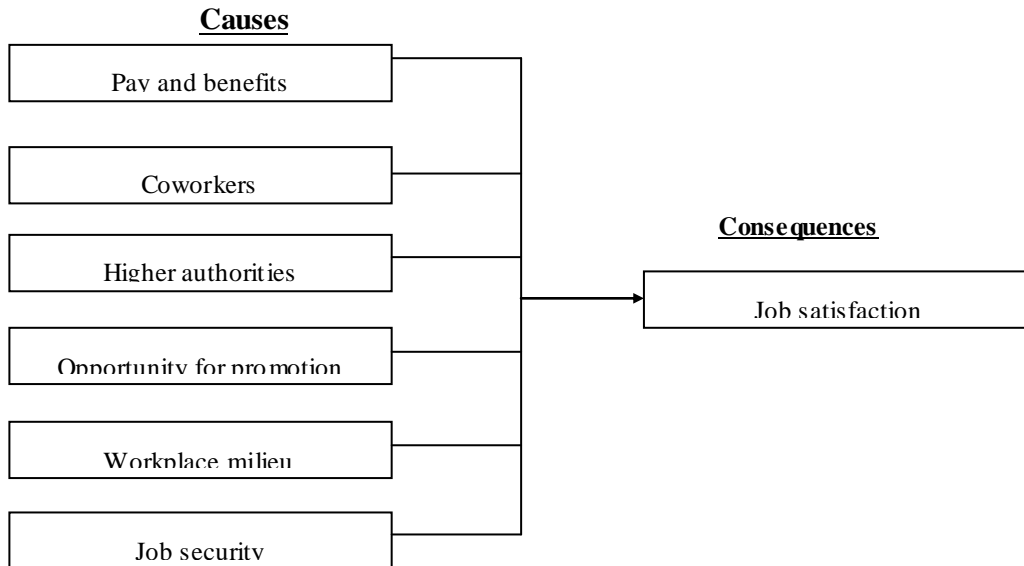
- To examine the pay satisfaction level of teaching faculty members of University of the Punjab;
- To identify the job satisfaction level of the teaching faculty;
- To study the association between pay satisfaction and job satisfaction levels.

Conceptual Model



RESEARCH METHODOLOGY

A traditional research design defined as an outline or comprehensive plane for how a research study is to be completed, operationalizing variables so they can be assessed, selecting a sample of interest to study, collecting data to be used as a basis for testing hypothesis, and analyzing the results (Thyer, 1993). Survey method was used to collect data. Surveys were means of “collecting data that are primary in nature from large numbers of people usually in a standardized statistical form”. The present research tried to collect information about Pay Satisfaction and Job Satisfaction Levels of University Faculty: A Case of Punjab University. The study was conducted in University of the Punjab, Lahore. Universe or population was defined as the entirety or totality of members, called universe (Khan, 2007). The population of this study was teaching faculty of different departments of University of the Punjab. Sampling was the process of selecting units (e.g., people, organizations) from a population of interest so that by studying the sample we may fairly generalize our results back to the population from which they were chosen (Trochim, 2006). A sample of 200 respondents was collected. The sampling was done into two stages; first the departments were selected using systematic sampling methods from University of the Punjab. The list of departments was taken from admin office of the university. The 14 departments were selected using stratified sampling from total of 64 which was 20percent of the total departments of the university. Tool for data collection was a structured questionnaire because the respondents were all highly educated and moreover it was developed in English for the same reason. The questionnaire was constructed by keeping in view the following model:



Findings and Analysis of the Data

The purpose of the present study was to find out the pay satisfaction and job satisfaction levels of university teaching faculty members. In order to find out the sample characteristics descriptive statistics was performed for the demographic information. Fisher's Exact test was used to examine association between pay satisfaction and job satisfaction of teaching faculty members of University of the Punjab.

The present study includes the questionnaire that is comprised of close ended questions. The data was collected from 200 respondents. The findings are presented in tables that include percentages.

Findings

Age is considered as an important dimension to evaluate satisfaction in individual. Among the 200 respondents a substantial number belongs to age range 31-40 that is (41 percent), followed by 21-30 (31percent) whereas the respondents age 41-60 was only (28 percent). This shows that substantial numbers of the respondents were at or below age 40 so most of the respondents belongs to young age. Gender is considered as an important factor in job satisfaction. Findings indicate that almost equal number of male and females were respondents; females were only 4 percent more than male. Highly qualified individuals are more satisfied rather than less qualified. The results indicate that 60 percent respondents had done M.A/M.sc whereas 20 percent were M.phil and PhD. A significant number of the respondents were not highly qualified. These findings negate the previous findings that higher the education level the lower is the job satisfaction (Nguyen, Taylor, & Bradley, 2003). 65 percent respondents were Lecturer followed by 17 percent Assistant Professor. Only 7 percent were professors and a very small percentage of 2 percent was Associate Professor. Permanent job means more security so it leads to more satisfaction. A substantial percentage (85 percent) was regular and permanent employees of university. Only 15percent were contractual. The more you are paid on your job the more the satisfaction you get from it. At times it becomes a leading factor in making an employee satisfied. Substantial percentage of 35 percent

respondents were getting pay 25000 and above followed by 30 percent getting 15000 and above. 14 percent were getting pay 45000 and above. So it can be concluded that most of the respondents were not highly paid.

Job Satisfaction and Pay Satisfaction Levels of Teaching Faculty

Employees spend a major part of their lives at the workplace hence the factors related to job satisfaction and employee behavior and their implication are important to measure (Oshagbeni, 1999). Job satisfaction and pay satisfaction was measured on the multi indicators. The analyses of these indicators are as follows: 75 percent said that they were getting pay according to the pay scale they were at. 25 percent said that they were not getting pay according to their pay scale. 53 percent of the respondents indicated positively that they were satisfied with their pay to fulfill their needs. But 29 percent of the respondents said that their pay was not sufficient to handle their all needs. Among the 200 respondents, substantial percentage of 47 percent said they were getting pay according to work they do which indicates they were satisfied with their job. But at the same time 35 percent respondents replied that they were not paid according to the work they do, this is not the majority but still a prominent percentage indicating their dissatisfaction. Almost equal numbers of respondent were in favor (36 percent) of this statement and were not in favor (35 percent) of this statement. So it is not giving any clear picture that the other universities were also paying their job holders with the same pay as they were receiving. Only 13 percent of the respondents are agree with this statement and 63 percent are disagree with this statement which shows that the annual raise in the pay by Government is not sufficient. Here a substantial number of the respondents are disagreeing with the statement which is (54) and only few are agree (18). So respondents are not satisfied with the pay raise interval. In the statement that is “the increase in the pay is according to performance”, 61 respondents are disagreeing and only 21 respondents are agreeing. This shows that the increase in the pay is usually not according to the performance of the respondent. Almost equal numbers of respondent were in favor (35 percent) of this statement that is “the benefit packages receive are quite sufficient”, and were not in favor (39 percent) of this statement. So it is not giving any clear picture that the benefits packages receive are quite sufficient.

Satisfaction with Workplace Milieu

Each element of the organization milieu and system can contribute to or detract from job satisfaction (William & JR. Keith, 2000). Brown and Sessions (2003) suggest that workers prefer employment environments seen as rewarding their productivity, and that such environments increase worker optimism about future employment. Almost equal numbers of respondents are in favor (40 percent) of this statement that the organization is training and developing its employees, and are not in favor (42 percent) of this statement. So this statement shows that the training workshops, seminars and lectures are almost arranged by university update knowledge. Here we can see a positive response from the respondents about the statement that is “the top management exchange of information is very generous”. 52 percent of the respondents are agreeing with the statement and only 24 percent are disagreeing with the statement. This shows that the information

exchange by the top management is very generous. A substantial percentage of 44 percent disagree with the statement that the management doesn't treat fairly which means that top management's way of treating the other faculty members is quite fair. Only 29 percent respondents disagreed with the statement. Factors such as pay, the work itself, supervision, relationships with co-workers and opportunities for promotions have been found to contribute to job satisfaction (Opkara, 2002). 48 percent respondents respond that the office environment is comfortable. Whereas 36 percent respondents disagree that the environment of office is not comfortable. A substantial percentage of 59 percent respondents agreed with the statement that medical facility at campus are enough, and 34 percent disagreed. This shows that the medical facilities at campus are quite enough. Job satisfaction is closely linked to that individual's behavior in the work place (Davis et al.,1985). 39 percent respondents disagreed with the statement that the colleagues are not very supportive, and 12 percent agreed that their colleagues are not very supportive. A substantial number of 48 respondents gave the neutral response. A substantial number of 51 respondents are in favor of the statement that the colleagues listen to advice properly, and only 9 respondents disagreed with the statement. The result shows that colleagues listen to advice properly. 64percent respondents agreed that there is chance to use skills and abilities, whereas 18percent respondents disagreed with the statements. This positive result shows that there is chance to use skills and abilities. A substantial number of 58 respondents agreed with the statement that the amount of responsibility in job is satisfying, whereas only 11 respondents disagreed with the statement. A significant number of 82 respondents favored the statement that their job provides them a secure future. Only 14 respondents disagreed that their job provides them a secure future.

Level of Pay Satisfaction

The results show that 47 percent were having medium level of pay satisfaction, followed by 35 percent that were having low level of pay satisfaction and only 18 percent were having high pay satisfaction. So it is concluded that majority was having medium level of pay satisfaction.

Relationship between Pay Satisfaction and Job Satisfaction

Studies have tested the hypothesis that income is an important determinant of job satisfaction. (Nguyen, Taylor, & Bradley, 2003). Payment schemes are seen as more closely aligning the interests of workers and firms (Heywood and Wei 2006). Table shows relationship between pay satisfaction and job satisfaction levels. A substantial number here again falls in medium pay and job satisfaction. Among the 200 respondents 36 percent were those having medium pay satisfaction and medium job satisfaction. 18 percent were those having high pay satisfaction but medium job satisfaction and 17percent having low pay satisfaction and medium job satisfaction. Goddard (2001) and Bauer (2004) present evidence on the association between job satisfaction and high-performance workplaces.

Table-1. Relationship between pay satisfaction and job satisfaction levels

Categories of pay satisfaction	categories of job satisfaction			Total
	Low	Medium	High	
Low	18	34	18	70
Medium	2	72	20	94
High	0	36	0	36
Total	20	142	38	200

Application of Statistics Test

Fisher’s exact test was used to examine association between pay satisfaction and job satisfaction of teaching faculty members of University of the Punjab. This test was used when the difference of observed and expected frequency is less than 5.

Hypothesis Testing

H₀: There was no association between pay satisfaction and job satisfaction.

H₁: There was association between pay satisfaction and job satisfaction.

Level of Significance

$\alpha = 0.05$

Test Statistics

Fisher’s Exert test

Critical Region

If p-value < 0.05 than reject Ho

If p-value > 0.05 accept Ho

In the given table 2 we used Fisher’s Exact test to check the association between pay satisfaction and job satisfaction. The p value of Fisher’s Exact test was less than 0.05 therefore we reject the H₀ and it was concluded that there was association between pay satisfaction and job satisfaction.

Table-2. Fisher’s Exact test

		Monte Carlo Sig. (2-sided)		Monte Carlo Sig. (1-sided)	
		Asymp. Sig. (2-sided)		99percent Confidence Interval	
Value	Df	Sig.	(2-sided) Sig.	Lower Bound	Upper Bound
				Lower Bound	Upper Bound

Pearson Chi-Square	22.553 ^a	4	.000	.000 ^b	.000	.000		
Likelihood Ratio	26.499	4	.000	.000 ^b	.000	.000		
Fisher's Exact Test	21.053			.000 ^b	.000	.001		
Linear-by-Linear Association	.164 ^c	1	.685	.697 ^b	.685	.709	.381	.406
N of Valid Cases	200							.394 ^b

- 4 cells (44.4percent) have expected count less than 5. The minimum expected count is 1.80.
- Based on 10000 sampled tables with starting seed 2000000.
- The standardized statistic is .405.

CONCLUSION

The major concern of the study was to examine the association between pay satisfaction, workplace milieu and job satisfaction levels in the teaching faculty members of University of the Punjab. The study examined the pay satisfaction level, identified the job satisfaction level, and studied the positive association between pay satisfaction and job satisfaction levels in the teachers. It also investigated the effect of workplace milieu on level of job satisfaction. It has been concluded that increasing or decreasing in pay satisfaction does greatly effect on job satisfaction of the teachers. The researcher gathered data from the respondents whom are teachers of university from 14 faculties. After the analysis of data, hypothesis testing and general findings it can be said that pay satisfaction and job satisfaction have a strong positive relationship.

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