

## قياس مستويات الرضا الوظيفي لدى أعضاء هيئة التدريس في جامعة الموصل :

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تاريخ قبول النشر ( ٢٠ / ٨ / ٢٠٢٤ )

تاريخ تسليم البحث ( ١٠ / ٧ / ٢٠٢٤ )

### الملخص

هدف هذا البحث إلى التعرف على الرضا الوظيفي لدى أعضاء هيئة التدريس بجامعة الموصل في مدينة الموصل. تم اختيار ١٥٢٦ محاضرًا بشكل عشوائي من بين ٤٥٦٨ محاضرًا. كانت أداة جمع البيانات المستخدمة عبارة عن استبيان، وصاغ الباحث عشرين سؤالاً بحثيًا. كشفت الدراسة أن ٤٤,٨٪ من أعضاء هيئة التدريس يتفقون على أهمية مراجعة الهياكل التنظيمية بانتظام، بينما وافق ٣٩,٦٪ جزئيًا. وأقر حوالي ٢٩,٦٪ من المستجيبين بأن المؤسسة التعليمية توفر البنية التحتية الكافية وتحافظ على بيئة عمل جيدة الصيانة. ومع ذلك، أشارت مجموعة أكبر (٥٥,٧٪) إلى أن هذه المرافق متوفرة جزئيًا فقط. علاوة على ذلك، أبرز ٤٣,٢٪ من المستجيبين الاستخدام الكامل لتكنولوجيا المعلومات في الأنشطة التعليمية المختلفة. بالإضافة إلى ذلك، أكد ٥٢,٤٪ أن هذه الأنشطة تعالج احتياجات المجتمع وسوق العمل. يجب على المؤسسة أن تأخذ بعين الاعتبار هذه النتائج وحل أي مشاكل أو ثغرات في الامتثال القانوني. وفي الختام، يمكن تعزيز التزام المنظمة بالامتثال القانوني من خلال الاستفادة من ردود الفعل الإيجابية.

الكلمات المفتاحية : قياس مستوى الرضا . اعضاء هيئة التدريس . دراسة حالة



## Al-Rafidain Journal for Sports Sciences

<https://rsprs.uomosul.edu.iq>



### Measuring Job Satisfaction Levels Among Faculty Members at the University of Mosul: A Case Study

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#### Article information

##### Article history:

Received:10/07/2024

Accepted:20/08/2024

Published online: 15/10/2024

##### Keywords:

Measuring satisfaction  
levels, faculty members,  
University of Mosul, case  
study

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#### Abstract

This study aims to identify job satisfaction among faculty members at the University of Mosul in the city of Mosul. A total of 1526 lecturers were randomly selected from 4568 lecturers. The data collection tool used was a questionnaire, and the researcher formulated twenty research questions. The study revealed that 44.8% of faculty members agree on the importance of regularly reviewing organizational structures, while 39.6% partially agree. About 29.6% of respondents acknowledged that the educational institution provides adequate infrastructure and maintains a well-kept work environment. However, a larger group (55.7%) indicated that these facilities are only partially available. Furthermore, 43.2% of respondents highlighted the full use of information technology in various educational activities. Additionally, 52.4% confirmed that these activities address the needs of the community and the labor market. The institution should consider these findings and address any issues or gaps in legal compliance. In conclusion, leveraging positive feedback can enhance the organization's commitment to legal compliance.

## Introduction:

Regarding higher education, the satisfaction of instructors is by far the most important factor when it comes to improving and maximizing the efficiency of the system. Considering that instructors make up the majority of staff members at a university, it is critical to understand the factors that either promote or impede instructors' job satisfaction. This information is essential for enhancing the body of knowledge needed to support a successful educational system(wirba et al,2017,73)

A profession is a vocation built on specialized training, with the goal of offering impartial counsel and assistance to others in return for a clear and defined payment, totally unrelated to the expectation of generating profits for other businesses(Raval et al,2015) . As one of the most common occupations in Iraq, teaching plays a significant and essential role in society. It is indisputable that a healthy economy requires a large number of skilled educators to further the aims and objectives of the institutions that form the backbone of the country's economy. Job satisfaction is seen as a barometer of how happy employees are carrying out their responsibilities because: 1) Job satisfaction is used to measure how happy employees are carrying out their responsibilities. (2) In the context of higher education, teaching effectiveness is contingent upon a confluence of ethical principles and knowledge. (3) The basis of the idea of job satisfaction is found in educational establishments that proactively support the growth and improvement of human capital, which in turn supports the economy by encouraging the formation of skilled intellectual capital (Du preez,2013.1-14) (4) In teaching institutions, job satisfaction is an essential component of every department and faculty, and it is vital to the growth and development of the organization. Encouraging connection and inspiration among students depends critically on meeting the needs and expectations of the academic community, notably those of teachers. Furthermore, the fact that academics today possess more information, skills, and talents than they did at the beginning of their careers indicates that they are happy with their work (Asikgil,2011,45) Most people agree that the Herzberg Two-Factor Theory is a useful place to start when talking about job satisfaction. Frederick Herzberg created this idea, which is important in the field of employment (Osmani et al,2017,15), to answer the question of what motivates people to remain in their occupations (Vanberg et al,2014,1-13) Work components were divided by Herzberg into two categories: hygiene elements and primary motivators. The former included aspects like business administration, strategy, control, supervisor relationships, job requirements, pay, interactions with coworkers,

personal development, interactions with followers, position, and security (Aziri, 2011, 77). Maslow, asserts that a hierarchy of requirements divided into five major categories influences human motivation. Lower order needs, such as the need for bare necessities like food, water, air, and sleep; (2) safety needs, which include the need for security and safety; (3) social needs, which include the need for love, belonging, and affection; (4) higher order needs, such as the need for respect from oneself and others; and (5) self-actualization, which stands for the need for identity and self-awareness, are among these levels (salman, 2015).

According to Maslow's theory of individual requirements, these demands are intimately related to job satisfaction. The idea of job satisfaction is that people feel satisfied with their jobs and work environments when they meet their needs. The impact of this on workers' job satisfaction varies. The study investigates the variables impacting work satisfaction and includes a thorough investigation of the factors influencing job satisfaction in the workplace (Hassain, 2018). The job satisfaction of the academic community in tertiary institutions is highly contingent on their behavior, which is the most crucial aspect of the roles of other professions (Geevargese et al, 2018, 9-12). Academics need to take these things into consideration in order to carry out their responsibilities completely, truly, diligently, and with perseverance in terms of knowledge and funding for student growth. Additionally, compensation or benefits in the higher education industry have a major impact on overall employee satisfaction, which is molded by financial factors, promotions, and advancements (kumarai, 2008). Tutorial achievement is significantly impacted by the strong association that exists between student pleasure and their relationship with academics (Ollube, 2008, 5-16). We addressed four important problems in the creation of this search stream in order to improve lecturer effectiveness, commitment, and the accumulation of knowledge and experiences in college. **The aim of the study is to find out how happy the academic staff at Mosul University in Mosul City was with their jobs.**

## Material and Method :

In this study, the research methodology predominantly uses a quantitative technique, and data is collected through simple questionnaires from the period of ( 22Jan.2024-22march 2024). The target population for the study consisted of all academic staff members at the University of Mosul, which is located in

the Mosul Region. A basic random selection technique was used to pick 1526 (33.406 % ) academic staff members from a total of 4568 in order to guarantee a representative sample for the study. The instrument used in the study was a questionnaire with both closed-ended and open-ended questions.

**Data Analysis:** The collected information was methodically organized and the frequency of answers to various questions were tallied throughout this part of the process. Frequencies and percentages allowed for a thorough examination that improved understanding and interpretation. The preponderant answers in a given set of data were taken to represent the respondents' collective viewpoint and the state of affairs at the time.

### Result and Discussion :

Table(1), illustrates the level of comprehension among the teaching staff regarding the vision, mission, and goals of their institution. According to the results, 867 individuals (57.8%) clearly understood the vision, mission, and goals, whereas 122 individuals (8.1%) reported having no knowledge of them.

Table (1) :To what extent do you understand the vision and mission of the university?

Response	Frequency	Percentage
Clear and understandable	867	57.8
Clear and partly understandable	443	29.5
Not clear or understandable	69	4.6
I haven't seen it yet	122	8.1

Fostering alignment and dedication is why it is important for university academic instructors to be well-versed in the vision, mission, and goals of their institution. Educators who comprehend and adopt these fundamental components are better equipped to support the university's overall mission, maintain coherence in instructional practices, and effectively contribute to the institution's goals. This finding suggests that a sizable segment of the teaching staff has a solid comprehension of the institution's vision, mission, and goals, demonstrating the effectiveness of the communication of these fundamental components to staff members. Remarkably, 57.8% are thought to be understanding and clear on these points. As for the 8.1% who reported not

knowing these elements, it may suggest a need for improvement in internal communication methods to ensure a better and broader understanding among employees of the institution's vision, mission, and goals. The importance of this result for the institution lies in the necessity of achieving a deep and clear understanding of the vision, mission, and goals among the teaching staff. This can contribute to fostering motivation, commitment, and a shared direction towards the institution's objectives, thereby enhancing organizational effectiveness and overall performance ( Hughes,2016).

2- Performance of faculty is affected by the working conditions: The presence of factors such as achievement, recognition for responsibility, and opportunities for advancement is believed to foster the growth and development needs of individuals in the workplace. When these elements are present, they contribute to robust motivational satisfaction and positive job performance, The study selected specific factors, as outlined in Table (2), to illustrate examples of these elements. The table indicates that 44.8% of the samples agreed on the importance of periodically reviewing organizational structures, while 39.6% reported partial agreement with the idea of periodically reviewing organizational structures.

Table (2): The performance of faculty is affected by the working conditions.

job performance	Response No. (percentage )			
	Completely	Partially	Not work	I don't know
Is there a regular review of organizational structures, either in full or in part, within your college or workplace?	672(44.8%)	595(39.6%)	85 (5.7%)	149(9.9%)
Is the institution actively working towards the complete and accurate implementation of laws?	879(58.4%)	468(31.1%)	65(4.3%)	93 (6.2%)
Is the educational institution furnishing sufficient infrastructure and maintaining a well-kept working environment?	446(29.6%)	840(55.7%)	200(13.3%)	21 (1.4%)
Does the educational institution possess an ample number of classrooms, faculty members' offices, laboratories, and workshops?	312 (20.7%)	803(53.4%)	381(25.3%)	8 (0.5%)

Does the educational institution offer advanced, adequate, and accessible computers and information technologies in terms of quantity, quality, and sustainability?	411(27.3%)	322(21.4%)	744(49.4%)	30(2%)
Does the organization offer the essential technical support for utilizing communication and information technologies?	386(25.7%)	809(53.8%)	268(17.8%)	40 (2.7%)
Does the organization implement occupational health and safety procedures?	467(31.1%)	739(49.2%)	236(15.7%)	61 (4.1%)

The impact of these results on the institution can be significant. The large number (44.8%) of respondents who agreed that it is important to examine organizational structures on a frequent basis indicates that a sizable component of the institution's workforce understands the benefits of doing so. This could suggest that organizational structures and their influence on the institution's overall operation are viewed favorably. However, the 39.6% who reported just partial agreement may indicate areas that need development or where people have misgivings.. Knowing these viewpoints can help the organization address possible issues or make changes that will improve organizational effectiveness. Overall, the findings suggest that the organization should think about making an investment in and continuing to take a proactive stance when it comes to examining and, if required, improving its organizational structures to better meet the requirements and demands of its constituents. This may lead to a more positive work atmosphere, higher levels of motivation, and better work output from all employees within the organization(Robbins,1986,257) While 31.1% of respondents said the institution only partially implements laws, the majority of respondents (58.4%) said the institution fully and accurately implements laws. These outcomes have a notable effect on the institution. The considerable proportion of respondents (58.4%) who indicated that the institution executes laws fully and accurately implies that a major portion of respondents had a positive impression of the institution. When it comes to following the law and maintaining compliance, this could help the institution's reputation. It may cause alarm, though, as 31.1% of respondents claimed that the organization only partially complies with the law. This suggests that a certain percentage of participants identify deficiencies or potential areas in which the organization could enhance its legal compliance.. The organization needs to address any issues or shortcomings in the way the law has been applied and take these results seriously. Finally, the organization should take advantage of the positive feedback to reiterate its commitment to abiding by the law. It should also look into the concerns from people who think the law has only been partially applied and take corrective action to increase adherence to the law overall. In addition to ensuring

that the organization conforms with the law, this tactic can assist build confidence. 446 people, or 29.6% of the participants, said they agreed that the educational institution maintains its workspace and offers sufficient infrastructure. However, a bigger proportion of 840 respondents (55.7%) said that these facilities are only partially provided by the institution. These findings may have a number of effects on the educational establishment. According to 29.6% of respondents, the institution has sufficient infrastructure and a clean and well-kept work environment, indicating that a sizable number of respondents had a favorable opinion of it. Positive feedback has the ability to enhance the institution's reputation, drawing in more people and creating a conducive atmosphere for studying and working. Concern should be expressed, nevertheless, as demonstrated by the larger group of 55.7% who said that the institution only partially provides these facilities. It suggests that a sizable portion of respondents believe there are deficiencies in the workspace's upkeep and the infrastructure that is offered. These concerns must be noted by the organization, and any weaknesses must be addressed. Resolving these problems might increase employee and student happiness, which would enhance their entire experience at the school( Windrey,1977,16). Additionally, it might make the workplace and learning environment more favorable and productive, which would improve the institution's standing and draw in additional stakeholders. In conclusion, the organization ought to take use of the encouraging comments to accentuate its advantages and proactively resolve the issues brought up by individuals who feel that there is just incomplete provision. This strategy can help to enhance the institution's surroundings and facilities overall, which will boost student happiness and enhance the institution's reputation. A majority of respondents, comprising 803 individuals (53.4%), expressed the view that the educational institution possesses a satisfactory number of classrooms, faculty members' offices, laboratories, and workshops. On the contrary, a smaller group of 312 respondents (20.7%) held a different opinion, indicating that they do perceive the institution as fully providing a sufficient number of these facilities. From the perspective of 411 respondents (27.3%), the educational institution provides advanced, sufficient, and available computers and information technologies, taking into account aspects such as quantity, quality, and sustainability. these individuals believe that the educational institution adequately provides advanced and accessible computers and information technologies. The consideration extends to factors like the quantity, quality, and sustainability of these technologies within the institution. This suggests a positive perception among this particular segment of respondents regarding the institution's provision of technological resources ( Wesley,1977,144). cohort of 386 respondents (25.7%) perceived that the organization offers comprehensive technical support for utilizing communication and information



technologies. In contrast, a larger segment of 809 respondents (53.8%) expressed the view that the organization only partially provides such technical support. This results can have various effects on the institution: Identifying Areas for Improvement: The institution can use this feedback to identify specific areas where technical support might be lacking or could be enhanced. Understanding the concerns raised by those who see it as partial can guide targeted improvements. Enhancing User Experience: Addressing the concerns and improving technical support can enhance the overall user experience for individuals using communication and information technologies within the institution. This, in turn, can contribute to increased efficiency and satisfaction. Building Trust and Confidence: Taking steps to improve technical support based on the feedback can build trust and confidence among stakeholders. Users are likely to have more faith in the institution's commitment to providing reliable and responsive support. Competitive Edge: Institutions that succeed at offering strong technical support may have an advantage over others in the education sector. Resolving the alleged gaps can enhance the school's standing and draw in tech-savvy instructors and students. Strategic Planning: By using this feedback, the organization can better allocate resources to satisfy the unique requirements and expectations of users in terms of technical support. In conclusion, the institution can use these findings as useful information to improve its technical support services, which will increase customer happiness, trust, and the institution's overall efficacy in utilizing communication and information technology(ghanateachers,2009,7)

According to the perspective of 467 respondents (31.1%), the organization is perceived to fully provide occupational health and safety procedures. In contrast, a larger segment of 739 respondents (49.2%) believes that the organization only partially provides such procedures. The results highlight differing opinions on the adequacy of occupational health and safety measures within the organization, indicating potential areas for improvement or clarification in the implementation of these procedures.

Table (3): Satisfaction with the services provided by the Institution

Condition of Service	Response No. (percentage )			
	yes	No	Sort of	Don't know
Is information technology employed in the diverse undertakings of educational institutions?	648(43.2%)	120(8%)	685(54.6%)	48(3.2%)
Does the educational institution have sufficient incentives to sponsor researchers and support them financially and morally?	187(12.4%)	627(41.7%)	629(41.8%)	60(4%)

Is the educational institution equipped with all the necessary components for scientific research, encompassing laboratories, scientific workshops, devices, equipment, and materials, to support faculty members and graduate students in completing their research?	264(17.6%)	430(28.6%)	752(50%)	57(3.8%)
Is the scientific research plan aligned with the demands of the labor market and the societal needs?	344(22.9%)	290(19.3%)	739(49.1%)	131(8.7%)
Is the curriculum, encompassing courses, regularly updated to incorporate current developments in the field of specialization, as well as addressing the needs of both society and the labor market?	787(52.4%)	132(8.8%)	526(35%)	57(3.8%)
Are there programs in place specifically designed to directly maintain and sustain artificial structures and devices?	504(33.6%)	245(16.3%)	571(38%)	181(12.1%)
Is the university furnishing you with a designated space, including an office and the necessary supplies?	400(26.6%)	231(15.3%)	865(57.5%)	9(0.6%)

As shown in table (3) ,Out of 648 respondents, comprising 43.2%, it was discovered that information technology is fully utilized in various activities within educational institutions. Additionally, 120 respondents, equivalent to 8%, indicated partial utilization of information technology. The implications of these results on institutional performance could be substantial. Full utilization of information technology in educational activities may contribute positively to efficiency, innovation, and overall effectiveness. It can enhance teaching methodologies, facilitate communication, and streamline administrative processes. On the other hand, partial utilization might indicate areas for improvement or potential challenges in harnessing the full benefits of technology. Addressing these aspects could lead to better performance outcomes for the institution as a whole (Corbin et al,2000,988). Among the sampled respondents, 187 individuals, constituting 12.4%, expressed the view that the educational institution has adequate incentives to sponsor researchers and offer them financial and moral support. In contrast, 627 respondents, accounting for 41.7%, indicated that these incentives have not been realized. The impact on the institution can be significant depending on whether there are sufficient incentives to support researchers. If the institution successfully provides incentives, it may

attract and retain talented researchers, fostering a culture of innovation and academic excellence. This, in turn, can lead to advancements in research, increased academic prestige, and potential collaborations. Conversely, if the perceived lack of incentives prevails, it might hinder the institution's ability to attract top-tier researchers, potentially limiting research output, academic growth, and overall institutional advancement (Garaca,2005,43). Addressing this disparity in incentives could be crucial for enhancing the institution's standing and research capabilities. In response to the question about whether the educational institution is furnished with essential components for scientific research, which include laboratories, scientific workshops, devices, equipment, and materials to aid faculty members and graduate students in their research endeavors, 264 respondents, constituting 17.6%, affirmed with a positive "yes." However, 752 respondents, equivalent to 50%, indicated that the institution provides only a partial set of these requirements. These findings could have two effects. On the plus side, research productivity, academic excellence, and the school's reputation can all benefit if it is thought that the university offers all the resources required for scientific research. This all-encompassing assistance might draw top-notch graduate students and faculty members, creating an environment that is ideal for cutting-edge research. On the other hand, it might not go well if the answer suggests that the organization just offers a portion of the necessary elements. An institution's ability to conduct research, innovate, and compete in the academic world may all be hampered by inadequate support. Improving the infrastructure for research may be essential to promoting a more favorable effect on the organization(Sucuoglu,2022,334).

The findings of the study reveal that in response to the question of whether the scientific research plan aligns with the demands of the labor market and societal needs, 344 respondents, comprising 22.9%, affirmed a complete alignment. On the other hand, 739 respondents, or 49.1%, said they partially agreed with the question. These findings may have a major effect on the organization. If the scientific research strategy is thought to be completely in line with the needs of society and the labor market, it indicates that the university is in a strategic position to make a meaningful contribution to solving problems in the real world. The institution's standing, possibilities for industrial and societal partnership, and relevance can all be improved by this connection. However, if the answer merely shows a partial alignment, it might point up regions that need work. A discrepancy between research results and the real needs of society and the labor market could arise from incomplete alignment.. To guarantee that the institution's research endeavors significantly influence tackling current issues and promote

societal advancement, it is imperative to bridge this disparity(Nurtijahani et al,2021,647). According to the study, courses included in the curriculum are regularly revised to incorporate new advancements in the field of expertise. Furthermore, 787 employees, or 52.4% of the respondents, attest that it meets the needs of the labor market as well as society. Nonetheless, 526 respondents, or 35%, said that the curriculum has only been changed in part in this area. These findings may have a major effect on the organization. A curriculum that is changed frequently to take into account new advancements in the field of expertise and to meet the demands of society and the job market, can favorably impact a number of the institution's features. Positively, it raises the standard of instruction by guaranteeing that learners acquire current and pertinent knowledge and abilities(Hughes,2016). This may result in better student performance, more employability, and favorable opinions of the school. Additionally, it presents the organization as flexible and sensitive to the changing needs of society and business. On the other hand, there may be gaps in the curriculum if it is only partially updated to reflect the demands of society and the industry today. This might have an effect on how competitive graduates are in the job market and could harm the school's image. It is vital to rectify any inadequacies in the curriculum updates to guarantee the establishment stays at the forefront of offering significant and pertinent instruction. When asked if there were any programs that are expressly made to directly maintain and support artificial structures and gadgets, 571 respondents, or 38% of the total, said that they were partially employed. On the other hand, 504 respondents, or 33.6%, confirmed that these programs are fully implemented. These findings may have important ramifications for the organization. There could be a number of consequences if initiatives intended for the upkeep and sustainability of man-made structures and equipment are only partially implemented. Challenges with Maintenance: The artificial structures and equipment of the institution may become difficult to maintain and support in the event of partial implementation. This could increase maintenance costs, have a negative impact on the infrastructure as a whole, and possibly cause disruptions. technology Obsolescence: Inadequate maintenance plan implementation is one reason that may contribute to technology obsolescence. Artificial devices and systems without extensive programming have the potential to become outdated, reducing their effectiveness and utility(hassain,2018). Resource Optimization: Complete implementation of maintenance procedures is necessary to optimize resources. It ensures that artificial structures and equipment are managed effectively, reducing the likelihood of unanticipated breakdowns and the associated costs. Creativity and Efficacy: Businesses that have fully staffed maintenance programs in place are

better able to stay up to date with technological changes. This can strengthen the institution's position in the academic and technological communities, promote innovation, and increase competitiveness. The long-term viability and efficient operation of the institution's infrastructure depend on filling in any gaps in the maintenance programs' implementation(Ollube,2008,5). Of those who responded, 865 people, or 57.5 percent, stated that the institution gives them a space all their own, complete with an office and all the tools they need. Furthermore, 400 participants, or 26.6% of the sample, indicated full furnishing in this context. Findings showing that the university allots space for offices and other essential supplies can have a number of implications for the organization: Optimal Workplace Conditions: Faculty and staff benefit from a nice work environment whether it is fully or partially furnished. Having designated areas equipped with the tools needed can improve overall wellbeing, job satisfaction, and productivity. Retaining and Attracting Faculty: Sufficient workspaces and supplies are important components of faculty recruitment and retention. Academic institutions that provide comfortable and well-furnished offices are more likely to attract new hiring and keep their current faculty members (Hughes,2016). Productivity and Efficiency: Being well-equipped for work facilitates greater productivity and efficiency. Instructors and staff can focus on their work without being distracted by concerns about having an uncomfortable environment or insufficient supplies. Institutional Image: A well-equipped environment improves the institution's reputation. It communicates a commitment to offer a helpful workplace, which might raise the institution's profile. Competitiveness: In the fiercely competitive market for higher education, offering complete or partial furnishing can provide a school a competitive edge(Wesley,1077,144). It meets teacher standards and contributes to a more enticing atmosphere. On the other hand, issues that lead to decreased job satisfaction, teacher turnover, and a less competitive position in the academic market may occur if suitable spaces and resources are not supplied. Fixing any issues in this area is crucial to maintaining a positive and supportive environment inside the organization.

### **Conclusions :**

- 1- The university academic Staff well-versed in the vision, mission, and goals of their institution.
- 2- Univesity structures and their influence on the institution's overall operation are viewed favorably.

- 3- The presence of factors such as achievement, recognition for responsibility, and opportunities for advancement is believed to foster the growth and development needs of individuals in the workplace.
- 4- The organization needs to address any issues or shortcomings in the way the law has been applied and take these results seriously.
- 5- A positive perception among of the particular segment of respondents regarding the institution's provision of technological resources.
- 6- the university allots space for offices and other essential supplies can have a number of implications for the Institution.

### Recommendations :

- 1- University administrators must focus on improving the recognition, supervision, and interpersonal relationship aspects of a faculty member's job.
- 2- University administrators should evaluate the reward system in light of the many contemporary changes taking place in higher education to determine if current reward systems are meeting the needs of faculty members.
- 3- To enhance the context in which faculty members are supervised, funds should be sought and secured to provide leadership development opportunities for department chairs.
- 4- To enhance interpersonal relations, department chairs should convene, along with University administrators, to attempt to remove the barriers between inter and intra-departmental relationships.

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