

Academic Faculties Job satisfaction in Tribhuvan University: A Case study of Padmakanya Multiple Campus

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Abstract:

Job satisfaction is the study of employees' attitude and behavior at work. The objective of this study was to analyze the job satisfaction level in Academic Faculties of Padmakanya Multiple Campus. For that purpose, 97 Academic Faculties were selected under purposive random sampling method from Humanities and Social Science, Management Faculty and Institute of Science and Technology. The structured questionnaires were designed under the guide line of Job description index at five points Likert Scale. Only 78 respondents opinion were analyzed on the helps of mean, standard deviation and ANOVA analysis.

The analysis has shown job satisfaction level of maximum Academic Faculties more than 3.5 mean value of committed at work, job securities, job itself, responsibilities, coworkers, responsibility, supervisor, personal growth. The Academic Faculties have not beliefs campus administration and policies maker's interest on welfare and overall satisfaction of employees. The demographical factor age groups have different impact on job satisfaction of Academic Faculties in the Campus. But the job satisfaction of Academic Faculties of the Campus have not shown significantly differences in job satisfaction according to work experience.

The Campus Management and policy makers should enhance the job satisfaction level of Academic Faculties in Campus by participating in decision-making process such as time base Campus General Assembly, call suggestions to enhance academic performance, physical infrastructure development, financial benefits etc. They feel respect, recognition, interaction with co-worker, maintain relation with campus chiefs, assistance campus chiefs etc. boost up job satisfaction in Academic Faculties etc.

Key Words: Job satisfaction, employee, management faculty, content theory, motivation

Introduction

Human capital is most important factor of production and boost up the organizational performance. The theories of organizational climate assumed that behavior and attitude of a person guided by social

environment. The psychologist of human behavior has developed different theories of motivation to understand the motivation of employees at work and manage the attitude and behavior of them in the organization. Academic Institutions are apex body of knowledge sharing, creation, dissemination, innovation etc. The academicians in such institutions have strong motivation at work to accomplish such activities by the institution. Effective role performance and job commitment of faculty is subject to the extent to which they are satisfied with knowledge their job (Toker, 2011). They have satisfaction at work for self-performance as well as institutional performance. Satisfaction is a self-evaluation of employee about their current job based on an individual's perception. Evan (2001) pointed that job satisfaction is a resulting from an individual's degree of perception about the fulfillment of his or her needs. He/she have certain expectation from the job paid efforts for outcomes then compare expectation with actual outcomes decide whether continue the job or not. Positive situation as a consequence of an individual's value attributed to his/her work is job satisfaction (Glisson & Durrick 1988). So the job satisfaction is a process which is positive behavior and attitude of employees toward current job. The importance of job satisfaction in an organization pointing out as research on job satisfaction can assist organizations in identifying the elements that affect employee satisfaction and in formulating plans to enhance both job satisfaction and employee well-being (Pehlivanoglu, 2023). From all these job satisfaction is a means of organizational performance.

The consequences of low level of job satisfaction in employees in the organization invite problems of absenteeism (Kristensen et al., 2006), turnover (Mudor, 2011), burnout (Kara, 2020), and reduced general well-being (Lu et al., 1999). They have impact on overall organizational productivity, efficiency, quality of work etc. So the experts of human psychology have concentrated their studies to understand individual attitude and behavior of employees at work to boost up job satisfaction level in employees/workers at work for organizational performance.

Job satisfaction is multi-dimensional construct. It is a combination of personal, organizational and environmental factors influenced in behavior and attitude of employees react on work place by an employee. The researchers of job satisfaction has developed different motivational theories and proposed different factors of job satisfaction. Spector (1997) identified nine dimensions of job satisfaction: pay, promotion, supervision, fringe benefits, contingent rewards operating procedures (required rules and procedures), co-workers, nature of work, and communication. The psychologist Herzberg has proposed two factor theory of motivation with supervision, pay, company policies, physical working conditions, relations with others, job security, responsibility, possibility of growth, achievement, recognition, work itself and advancement and promotion. Job satisfaction is personal response of employees at work so personal factors (age, work experience, status, marital status etc.) influenced job satisfaction of employees at work. Human needs and expectation are changed according to stage of such factors. The needs and expectation of younger differ with older, unmarried and married, junior and senior employees etc. So the job satisfaction of employee absolute evaluation of employees and perceived positive feeling on their work.

Review of Literatures

Job Satisfaction

Job satisfaction is the study of employees' attitude and behavior at work. Actually it is a constructive feeling of employees' toward current job. It defined as employees' positive emotion, resulting from his or her evaluations towards their job situations and job experiences (Nick, 2012; Dimitrios et al., 2015; Hyun-Woo et al., 2015). According to Locke (1976), job satisfaction is the pleasure one feels from the appraisal of the job. So the job satisfaction is personal feeling of employees' about their current job. Sarieva, (2015) has noted high job satisfaction leads to constructive ends such as loyalty and low job satisfaction leads towards disloyalty, intention to leave the organization and lower work performance etc. So the organization has to understand level of job satisfaction in their employees at work and boost up the satisfaction level in employees for organizational performance.

The human psychology analyst have derived different theories of motivation to understand the attitude and behavior of employees at work for organizational performance. Such theories were broadly categorized needs and process theories. All these theories assume that employees joining into organization with certain needs and desires. The content theory listed causes of motivation and assume that needs of employees should listed out and employees are behave at work as their needs. The pioneer of needs theory was Maslow and purposed hierarchy of needs and put such needs in five baskets from basic needs to self-actualization needs. The Herzberg has proposed two factors theory of motivation and list out such motivation factors as intrinsic and extrinsic factors. Other psychologist have different list of needs called motivation theory. All these theories focused to understand the needs of employees and manage properly to motivate peoples at work. On the contrary process theory assume that every employee is rational, they evaluate self-capacity, estimate require efforts and measure possible outcomes then motivate at work. The theory of motivation was proposed by Vrooms on the name of expectancy theory of motivation. The psychologists derived different theories of motivation to understand the employees' motivation at work for satisfying employees on their job for organizational performance.

Job satisfaction is a multi-dimensional construct. Job satisfaction is influenced by the political, social, economic and cultural conditions prevailing in a country (Kaasa, 2011). Human behavior and attitude derived by such factors, which are not constant because they are social phenomena. So the researchers have tried to identify differently because such factors are derived by development stage of country, changes in technology, culture and religion of the country, political system of the country etc. The researchers were identified different factors of job satisfaction; Spector (1997) identified nine dimensions of job satisfaction: pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures (required rules and procedures), co-workers, nature of work, and communication. Khalid & Irshad (2011) have studied work, pay, promotion, salary and recognition. Gopinath (2020) has analyzed job satisfaction on the helps of age, gender, educational qualification and year of experience and concluded as there is not significant different in job satisfaction between different level and groups.

The study of Paul and Phua (2011) concluded that age and position influence on job satisfaction but not gender, academic qualification, length of employment and marital status remain indifferences in job satisfaction.

Poudel (2014) has organized a research work on administrative employees' job satisfaction in Padmakany Multiple Campus. Only 31 randomly selected employees' opinion has been analyzed on the helps of rank and ANOVA analysis. The job satisfaction variables were ranked as job security, relation with co-worker, pay and promotion, relation with supervisor, use of skills and abilities in current position, physical working condition, and future opportunity for career development. The ANOVA analysis has been shown significantly differences in job satisfaction according to age but not differences on the basis work experience.

The study of Raziq and Maulabakhsh (2015) organized a research on impact of work environment in job satisfaction. The collected data were analyzed by the helps of regression. The calculated R^2 values 0.132 refers that the studied variables working hours, job safety & security, relationship with co-workers, esteem needs and top management variables were explained 13.2 percent job satisfaction by studied variables.

Azeem and Akhtar (2014) studied in Saudi Arabia, public sectors employee job satisfaction and organizational commitment. They are analyzed opinion of 210 employees on the help of descriptive and regression analysis of statistical tools. The demographic and JID variables are studied to understand the satisfaction level of employees. In this study, they concluded as Saudi employees working in public sector organizations are moderately satisfied with the nature of the work, the supervision they receive, and the co-workers they work. They are less satisfied with the pay they receive and promotional opportunities to grow.

Islam and Md. Hossani (2018) have analyzed the opinion of educational academic staffs at Dhaka. The objective of the study was to find out job satisfaction of educational, academic staff through different dimensions and density of satisfaction levels. The correlation analysis result shows that, no relationship between satisfaction and pay and promotion, supervisor, working environment. But the regression analysis shows a negative relationship between satisfaction and studied variables Salary and promotion, working environment, supervisor.

Poudel (2021) has organized a research with the objective to assess the job satisfaction status of administrative employees in selected campuses. The structural questionnaires were designed in six point Likert Scale and distributed to 106 administrative employees' in 6 constituent campus at Kathmandu Valley. For the analysis purpose mean standard deviation, Mann-Whitney U test, ANOVA were deployed for analysis purpose. The analysis has shown, the administrative employees were satisfied with co-worker, supervisors, promotion but pay and financial benefits and career development opportunity at marginal level refers not satisfied as promotion, supervisor etc. The ANOVA analysis has been shown job satisfaction level of administrative employees significantly different according to age. The analysis has not been shown significant differences on the basis of work experience.

Age

Age is measuring rod of experience and emotion in the person. An academic institutions different age groups employees are working together at a time. The teaching is the work is knowledge transformation from tutors to learner, so knowledge and experience in tutor played vital role in teaching job. In a study on academician Cyprus by Saner and Eyüpoğlu (2012) concluded that older employee had higher level of job satisfaction than other age groups. Van Maele and Van Houtte (2012) have given logic of this as job satisfaction of younger employees having lower than older because they have not sufficient work experience to handling work- related stress and workload than older. The study on school teachers' job satisfaction by Saiti and Papadopoulos (2015) conducted that age is significantly correlated significantly dimensions of job administration, colleagues and potential reward. The study in academicians' job satisfaction by Mgaiwa (2023) shown academicians were moderately satisfied on their job but they have significantly differences in job satisfaction according to age such as age of academicians 21-30 and more than 50 have higher level than of that age groups of 31-50.

Hypothesis H₁ There is a significantly difference in job satisfaction of academic faculties of Padmakanya Multiple Campus. .

Work experience

The working period in the organization or over the life of employment of the employee refers to work experience. The satisfied employees work for a longer period because he /she in the organization otherwise quit the job. Job satisfaction is the function of work experience. Because of absenteeism and turnover of employees, the association of the work experience and employee job satisfaction has become an important research topic for researchers and professionals, especially human resource practitioners (Atchinson & Lefferts, 1975 & Mobley et al., 1979). The statement massaged that the study of work experience of employees in the organization helps to management to manage absenteeism and turnover on employees in future. At the same time it provides value able information personal causes of satisfaction and their expectation from the organization. The study of Amenyaw et. al. (2021) in employees of public and private institutions has shown that the employees having work experience years of 3-8 were more satisfied than work experience of less than 2 years and more than 9 years. The research of Topchyan and Woehler (2021) on teachers has not shown significant differences in job satisfaction according to work experience. The similar conclusion has been drawn by *Pehlivanoglu*, (2023) the study on employees of small business employees in Turkey.

H₂ There is a significantly differences in job satisfaction of academic faculties of Padmakanya Multiple Campus.

Statement of the problems.

Human resource in an academic institution is an essence of knowledge creation, transformation, innovation and skill development. For these purpose, the academic faculties must be talented, capable and extra ordinary efficacy on them. In present globalize academic environment the country low income have facing the problems of brain drain, so the qualified and talent employees shifted toward high income country. At present era the globalization encourage the supply of human resources expertise from other countries. If this happens continuously, without anticipating some state with its human resources will still relatively remain behind in various fields (Djastuti, 2010,P. 146). The academic institutions be careful to understand the Academic Faculties interest of enter into the academic institution and satisfied to them on their work. Academics' work environment differs across countries, universities, and institutional types, it is expected that job satisfaction would be different across countries, and universities as well as based on university type (Mgaiwa, 2023). So the Academic Faculties in Padmakanya Campus satisfied on their work because they have role to boosting up the academic performance of the Campus. What is the level of job satisfaction of Academic Faculties in Padmakany Campus?

Job satisfaction is behavioral and attitudinal response of employees at work. Attitude and behavior of employees' is influenced by different personal, organizational and social factors. The previous researchers have shown different impact of personal demographic variables on job satisfaction of employees. The needs and desires of a person change according to change in employees' age, work experience, status, academic qualification etc. Demographical factors are subjective matters of the person so it is differ person to person. In these context the researchers of job satisfaction have tried to evaluate the impact of demographical factors on job satisfaction of employees. But such studies have shown different level of impact on employees' job satisfaction at work on the basis of demographical variables. Few empirical studies, the findings are not consistent (Singh & Mohan, 2020 & Topchyan & Woehler, 2021). Demographical variables age and work experience are influenced the job satisfaction level of Academic Faculties of Padmakanya Multiple Camus.

Research Gap and Values of the Study

The literature reviews have shown job satisfaction is most studied area of human psychology in industrial field. Actually job satisfaction is the study of human behavior at work. Human behavior is outcomes of social, economic environment change. Padmakanya Multiple Campus has postulated their mootos of quality education for women empowerment. Only satisfied, telented and qualified Academic Faculties should handle such objective because they should run extra mile to achieve institutional objectives. From all these facts, this study is organized to understand the job satisfaction level of Academic Faculties in Padmakanya Multiple Campus. The campus has not studied on the topic previously. It study provides value able information of job satisfaction level in Academic Faculties. At the same time the study has provide information of impact of age and work experience in job satisfaction of Academic Faculties. These information are value able to human resource planner and policy maker of the campus.

Objectives of the Study

The main objectives of this study was to analyze the job satisfaction level in Academic Faculties of Padmakanya Multiple Campus. The specific objectives are; to analyze the job satisfaction level in Academic Faculties of Padmakanya Multiple Campus and to identify the influences of age and tenure on job satisfaction of Academic Faculties in Padmakanya Campus.

Research Methodology

The objectives of this study was to analyze the satisfaction level in Academic Faculties of Padmakanya Multiple Campus. So the descriptive research designed were followed. For the analysis purpose, five points Likert Scale structured questionnaires were designed under the guideline of job descriptive index (JDI). Out of total 309 Academic Faculties only 78 respond only. The sample were designed under purposive sampling method due to proportionate participation from faculty of Humanity and Social Science and Management and Science and Technology institutions. The opinions of Academic Faculties were analyzed by the helps of mean, standard deviation, maximum, minimum and ANOVA. The reliability were tested by the helps of Cronbach Alpha 0.877 and KMO 0.857, with Chi-square 427.468 Sig 0.000. All these measures allowed to accomplished research works. The SPSS 18th crack version were applied for analysis purpose.

Table 1: *Demographic Analysis*

Demographical Factors		Frequency	Percent
Age year	30-40	15	19.2
	40-50	24	30.8
	50-60	34	43.6
	60<	5	6.4
Academic Qualification	Master degree	59	75.6
	MPhil and PhD	19	24.4
Work Experience	<10	15	19.2
	10-20	28	35.9
	20-30	29	37.2
	30<	6	7.7
Faculty	Humanity	44	56.4
	Management	19	24.4
	Science	15	19.2

Source: Survey Research, 2023

The Table 1 show the majority academic Faculties of Padmakanya Multiple Campus age of 50-60 group. The Table has shown more that 75 percent academicians completed master degree. Highest participative Faculties in the campus having work experience of 20-30 years refers experienced teaching Faculties involving in academic activities of the campus. The Campus has run Humanity and Social

Science, Management and Science stream in bachelor and master level. The highest academic Faculties are in Humanity and Social Science, folloed by Management and Science and Technology respectively. So the sample has found accordingly in this research worker as sample. The analysis of job satisfaction level in Academic Faculties in Padmakanya Campus.

Table 2: *Analysis of Descriptive Statistics*

Items	Min	Max	M	SD
My organization has real interest in the welfare and overall satisfaction of employees	1	5	3.321	0.93
This organization has tried to improve working condition	2	5	3.539	0.85
There are things about working (policies, producers or condition) that encourage me to work here	2	5	3.539	0.85
I got endlessly referred from person to person when I need helps	1	5	3.654	0.88
I have to go through a lot of red tap to get things done	1	5	3.68	0.86
Satisfaction with my co-worker	1	5	4.026	0.87
Satisfaction with my supervisors/Boss	1	5	3.91	0.84
Satisfaction with my job itself	1	5	4.09	0.87
Satisfaction with the progress I have made in this organization up to now	1	5	3.885	0.88
Satisfaction with your chances for getting ahead in this organization in future	1	5	3.692	0.83
This organization is effective in getting me to meet its objectives and contribute to its effectiveness	1	5	3.692	1.02
Committed to work in this organization	1	5	4.128	0.95
Job security is must preferable to all the employee	1	5	4	1.09
Satisfaction on salary and facilities from the organization	2	5	3.615	0.89
Fair and Justice promotion policy taken by the campus/ University	1	5	3.512	0.82
I have got opportunity of my ability use in the campus	1	5	3.744	0.73
The campus provides me responsibility on my work	1	5	3.936	0.69

Source: Survey Research 2023

The Table 2 shown 17 items of job satisfactions of academic Faculties of Padmakanya Multiple Campus. The analysis has shown mean value of each items around satisfied within 3.5 to 4.5 except my organization has real interest in the welfare and overall satisfaction of employees. The highest mean of Committed to work in this organization, Satisfaction with my job itself, Satisfaction with my co-worker, The campus provides me responsibility on my work, Satisfaction with my supervisors/Boss etc. The analysis has shown that the Academic Faculties are satisfied with their Campus in overall. Majority Academic Faculties have satisfaction on their nature of work, they are committed to their work due to they are received responsibility with the help of co-worker and campus chief, assistance campus chiefs, department heads etc. But they have not belief that, the management and policy makers of the campus are not strongly interested to satisfying their Academic Faculty for campus performance. The variation in satisfaction has found strongly dissatisfied to strongly satisfy on studied item with

significant standard deviation refers that Academic Faculties of the campus should not agree absolutely on campus policy and strategies. The management of the campus should understand the causes and paid solution of their dissatisfaction of campus performance.

Test of Hypothesis: ANOVA Analysis of Age and Organizational Climate

Table 3: ANOVA Analysis of Age and Job Satisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.834	4	.208	.798	.530
Within Groups	19.065	73	.261		
Total	19.899	77			

The ANOVA analysis in Table 3 shown calculated $p >$ value higher than significant level 5 percent. The null hypothesis has rejected and alternative hypothesis accepted. The age has impact on satisfaction level of Academic Faculties in Campus. The management and policy makers of campus consider the age factors at the time of policies formulation of human resource for enhancing the employees' job satisfaction.

Table 4: ANOVA Analysis of work Experience and Job Satisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.471	3	.157	.597	.619
Within Groups	19.428	74	.263		
Total	19.899	77			

The calculated p value has found significantly higher than alpha value 5 percent. The research hypothesis is rejected and alternative hypothesis is accepted. There is impact of work experience on job satisfaction of Academic Faculties in Campus. The finding also supported by Tukey HSD analysis, the calculated p value of work experience groups have found higher than 5 percent sigma level. It refers that, work experience is another factor to consider at the time of human resource policies formulation for inducing Academic Faculties in the Campus.

Table 5: Tukey HSD Analysis of Work Experience and Job Satisfaction

(I) Experience		Mean Difference (I-J)	Std. Error	95% Confidence Interval		Sig.
				Lower Bound	Upper Bound	
<10	10-20	.16317	.16395	.753	-.2678	.5941
	20-30	.20960	.16296	.575	-.2187	.6379
	30<	.21569	.24751	.820	-.4349	.8662
10-20	<10	-.16317	.16395	.753	-.5941	.2678
	20-30	.04644	.13576	.986	-.3104	.4033
	30<	.05252	.23051	.996	-.5533	.6584

20-30	<10	-.20960	.16296	.575	-.6379	.2187
	10-20	-.04644	.13576	.986	-.4033	.3104
	30<	.00609	.22980	1.000	-.5979	.6101
30<	<10	-.21569	.24751	.820	-.8662	.4349
	10-20	-.05252	.23051	.996	-.6584	.5533
	20-30	-.00609	.22980	1.000	-.6101	.5979

The Table has showed calculated p value of between the work experiences groups higher that significant level 5 percent. There is a differences in job satisfaction level according to work experience groups in Academic Faculties in Campus.

Discussion

Job satisfaction is pleasurable state of mind of the employee at work. The satisfied employee is regular at work, feel organizational problems own, believe organizational prosperity and development is his/her owns etc. But job satisfaction is the subjective evaluation on employee, should change their attitude and behavior instantly when small event occurred in the organization as well as in society. In these backgrounds psychologist have developed different theories of motivation for understanding and enhancing the employees' job satisfaction level of employees. They have argument that, motivated employees should lift-up organizational performance. But it is changeable due to personal factors, socio-economic environment, globalization etc. so the organization regularly analyzed such factors in organization. Such personal factors are age, sex, marital status, academic qualification, work experience, nature of job etc. job satisfaction in the employee differ according socio-economic conditions of the country, job opportunities, social cultural environment etc. (Gopinath, 2020; Paul & Phua 2011). The employees' expectations, emotions, feeling etc change according to such demographical factors. Like emotion in younger higher than older, maturity of older higher than younger, responsibility of higher authority then lower level employees etc.

The human attitude and behavior guided by similar factors, only differences in their feeling and expectation. In this context the psychologist have proposed list of such factors on the name of needs and process theory. Such as Spector (1997) identified nine dimensions of job satisfaction: pay, promotion, supervision, fringe benefits, contingent rewards operating procedures (required rules and procedures), co-workers, nature of work, and communication. Other Psychologist Herzberg list such factors two bin namely intrinsic and extrinsic factors, Maslow's categories in five steps. Vrooms' have proposed process of motivation. In academic institutions talented and qualified academic faculties are sources of economic Excellency of the institution. The motivated and satisfied employees paid extra effort in teaching learning activities, guided students on their problems, discussed about pedagogies, physical environment of the institution and provides valuable information to top policymaker and involving in management of the institutions. The study has showed job satisfaction level higher with committed at work, job itself, coworker, job securities, responsibility, personal growth, working condition, policies

and strategies have found above 3.5 mean value, refers that majority Academic Faculties are satisfied on teaching. But they have not believe that the management and policymakers are interested to improve the academic condition of the campus. The finding of this study is partially supported to the study of Poudyal, (2021) and Azeem & Akthar (2024). The Academic Faculties are inter into teaching work by self-interest because it is independent, respectful and knowledge creation and transformation process. The self-interested Academic Faculties are committed on their work, discussed about the teaching material and methods with other faculties and assist to each other than other field job. They are responsible at work, because their ability and performance measured by students at class-room. The job satisfaction is another studied variables, every Academic Faculties interest of job securities so they are satisfied on their work but some respondents were not satisfied on job securities due to they are contract and part time. The majority Academic Faculties have not found satisfied on the interest on improvement of academic environment by the campus management and policy makers.

The demographical factors are influencing in job satisfaction of the Teaching Faculties of The Campus. Academic Faculties of the campus have to complete master degree to involve in academic activities. They have near about age near about 30 years of age to enter the service. The ANOVA analysis has shown significant differences in job satisfaction of Teaching Faculties in the Campus. The study has agree with the finding of Mgaiwa (2023), Poudel (2021). The job satisfaction of employees differ according to age, the research finding of Saner and Eyüpoğlu (2012) concluded that older employee had higher level of job satisfaction than other age groups. The logic behind that the younger Academic Faculties have alternative job opportunity in the country or outside the country at present competitive business environment. The older Academic Faculties have experience on the teaching field, they have not emotion of searching new job and some of them goes near to retirement etc. But he study has not found significant differences in job satisfaction among the Academic Faculties according to work experience. The study has supported to the studies of Topchyan and Woehler (2021), Poudel (2021) and Pehlivanoglu, (2023). *The Teaching Faculties of Academic Institutions have similar matter of knowledge sharing to students, there is no significant discrimination between senior and junior Faculties and sharing idea each other.*

Conclusion

Job satisfaction is a predicting factor of organizational performance. The campus has needs of capable, talent manpower to up-lift their academic excellence and targeted objectives. The talented and capable human resource have job opportunities in the country as well as in global market. The management and policy makers of the campus has to challenge to understand the job satisfaction level of Academic Faculties and enhancing the job satisfaction level in such manpower. There has been found proposed different motivational theories to understand and improvement in job satisfaction level of employees at work. Similarly different empirical studies have been shown different factors of job satisfaction of employees at work. Likely this research has shown the job satisfaction level of

employees on commitment on work, job itself, relation with coworker, job securities, responsibility, supervision, personal growth having mean value more than 3.5 out of out of 5 (Strongly satisfied). So the Academic Faculties are satisfied on given variables. But high standard deviation, maximum and minimum values of each variables indicates some Academic Faculties have not satisfied as others. The Academic Faculties have not satisfaction on organization has real interest in the welfare and overall satisfaction of employees. Refers Academic Faculties have not beliefs with management and policies maker, they are ready to improve campus policies and strategies to enhance the Academic Faculties satisfaction campus academic performance.

The previous empirical researches have been shown impact of demographical variables on job satisfaction. This study has shown impact of age on job satisfaction of Academic Faculties in Campus. The satisfaction level of employees different according to age group of Academic Faculties in the campus. On the other hand the job satisfaction of Academic Faculties does not different on the basis of work experience of Academic Faculties in Padmakanya Multiple Campus.

The management and policies maker of the campus should enhance the job satisfaction level of Academic Faculties in campus by participative management approach. In the campus having different age groups, academic qualifications, work experience, so that they should provide valuable suggestion about enhancement of the academic activities and financial strength of the campus. The participatory management should satisfied to Academic Faculties in the campus, because they have feeling of respect to them, recognized at campus, etc. The campus management should call general assembly in the campus, call suggestion from the Academic Faculties to improve the campus academic performance, physical infrastructure etc. Age has shown different impact on satisfaction of Academic Faculties, so the management should consider age factors for improvement of Academic Faculties satisfaction level of in the campus.

Implication and Limitation

This research has organized at Padmakanya Multiple Campus, so the study is beneficial to management and policymaker of the campus to understand the job satisfaction level and impact of age and work experience on job satisfaction of Academic Faculties. SO it is beneficial to campus to formulation of human resource strategies of the Campus. It is also beneficial to other researchers on the topics. But this research has organized in Padmakanya Campus, it should nit generalized in overall Campuses of University. There will be need of further study including large number of Participant from the university campus in future on the topic.

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