

Administrative Employees' Job Satisfaction in Selected Campuses of (TU) in Katmandu Valley: An Empirical Study

Surya Prasad Poudel *

Received: March 17, 2021

Accepted: May 24, 2021

Published: December 24, 2021

Abstract

Job satisfaction is a positive feeling of employees toward their job because unsatisfied employees are quite their job. Satisfied employees are less absent, contribute to the benefit of an organization and stay in the organization. Only happy employees should enhance organizational efficiency and performance. It is a combination of psychological, physiological and environmental circumstance which derives to the person; I am satisfied with my job. It is accepted that individual differences in employee job satisfaction can be measured and managed by an organization. This study was organized to identify the variables influencing job satisfaction of administrative staffs, so the samples were taken from randomly selected campuses, TU in Kathmandu Valley.

Primary data were collected from distribution 148 structured questionnaires with six points Likert scale developed in the Job description index (JDI). Only 106 respondents' opinions were analyzed by the bits of the help of descriptive and inferential statistical tools. The finding showed that satisfied variables are co-workers, supervisors and promotion. The satisfaction level of gender has not found different but different according to age groups.

Keywords: Job satisfaction, attitude, behavior, co-workers, supervisors

Introduction

Job satisfaction is a multi-dimensional attitude and behavior of an employee toward a job. It influenced by different variables like pay, promotion, relationship with co-workers, relation with supervisors, job security, working condition, opportunities for career development and so on. Chapagai(2011) suggests that an employee's job satisfaction is one of the significant aspects of organizational effectiveness. The importance of job satisfaction is to enhance organizational efficiency and effectiveness. There is a reciprocal relationship between an employee's job satisfaction and

*Associate Professor, Faculty of management Padma Kanya Multiple Campus | E-Mail: suryapoudel2024@yahoo. com

organizational effectiveness. It is the extent to which a person is gratified or fulfilled by his or her work. The employees' level of job satisfaction plays a vital role in the retention and attraction of the organization's competent Human capital. Evan (2001) rightly evaluates that job satisfaction is a feeling resulting from an individual's degree of perception about the fulfillment of his or her needs. The needs and desires are individual matter and differ according to personal level; it is ranging from extreme satisfaction to extreme dissatisfaction. George and Jones (2008), had pointed out job satisfaction is the collection of feelings and beliefs that people have about their current jobs. It is accepted that individual differences in employee job satisfaction can be measured and managed by an organization.

Job satisfaction is a definite feeling of employees toward their job because unsatisfied employees are quite their job. The sentiments of the employee toward position are rated by an individual with different factors. Robbins & Judge (2009, p. 83) defined job satisfaction as a positive feeling about a job resulting from an evaluation of its characteristics. Nelson and Quick (2009) rightly expressed it as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction is a combination of psychological, physiological and environmental circumstance which derives to the person; I am satisfied with my job.

The impact of job satisfaction in an organization is rightly enumerated by Adhikari (2009). A happy worker tends to be less absent from his or her job, contribute to the company's benefit, and would like to stay in the organization. On the other hand a dissatisfied Worker has negative attitudes, prefers to remain absent too often, always stays unhappy with the supervisor, tries to leave the company once an opportunity is available, and remains in stress. The employees' job satisfaction has an impact on overall organizational productivity, efficiency, quality of work relations and levels of absenteeism. Previous studies have focused on individual attitudes and behaviors of employees to understand the job satisfaction of the employees/ workers in an organization.

Job satisfaction is the state of mind of worker/ employee on his/ her work. It is a combination of various factors like an expectation of employees from work, attitude of the employee towards work, work experience of employees, etc. Opinion and behavior of a person may differ in a matter.

This study is organized under JDI model with work itself, satisfaction with variables salary and other benefits, satisfaction with opportunities for promotion, satisfaction with supervisors and satisfaction with a co-worker. 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. That is also supported by Khalid & Irshad (2011) and studied work, pay promotion, salary and recognition.

Tribhuvan University has been expressed their mission and objective as committed and decided to making source and center of quality education by setting up a culture of learning in the notion of national and global peace and harmony and to preparing capable Human resource required for the overall development of Nepal (TU Today, 2018, p. 1). To cope with these missions and objectives, teaching and non-teaching Human resources are working together at the university.

Administrative employees (who are involving table works) have a role in running day to day activities of campuses smoothly. The Majority of employees are working in Kathmandu Valley. They must be skilled, efficient, motivated, loyal and accountable for attaining stipulated missions and objectives of TU. Satisfied employees should pay their psychological and physical efforts to uplift the organizational efficiency and effectiveness. There is a lacking in the study on employees' job satisfaction of employees at university. The study of job satisfaction is a natural process because the Human being is more volatile by nature. Which factors do satisfy them on their job?

The Focus of the Study

Job satisfaction is a response of employees toward the job. The employee's response should measure how employees feel about their situation and a predictor of work behavior such as absenteeism and turnover. It is assumed that employees who are satisfied with their job are more likely to stay with their employers. An organization has challenged to keep happy and motivated employees for organizational performance. The life of a person becomes more challenging, and employees may become stressed. Therefore, the factors long thought to satisfy employees may be shifting, depending on attributes such as the social and cultural influence, gender and age of

employees. In addition to demographic factors, the Economic landscape in which most companies are operating is also noteworthy. The elements of job satisfaction rightly enumerate by Luthans, (2002) Robins (2003) employees' overall feeling towards the job is influenced by job security, pay and benefits, training and career advancement opportunities, opportunity to use skills and knowledge, relationship with immediate co-workers, supervisors and managers, recognition of performance, job characteristics, working environment, autonomy and independence, participation in decision making, corporate culture etcetera.

Theoretical Frame Work

There are different theories and models of job satisfaction had been developed by experts in this field. The model of this study is given below.

Job satisfaction and influencing variables

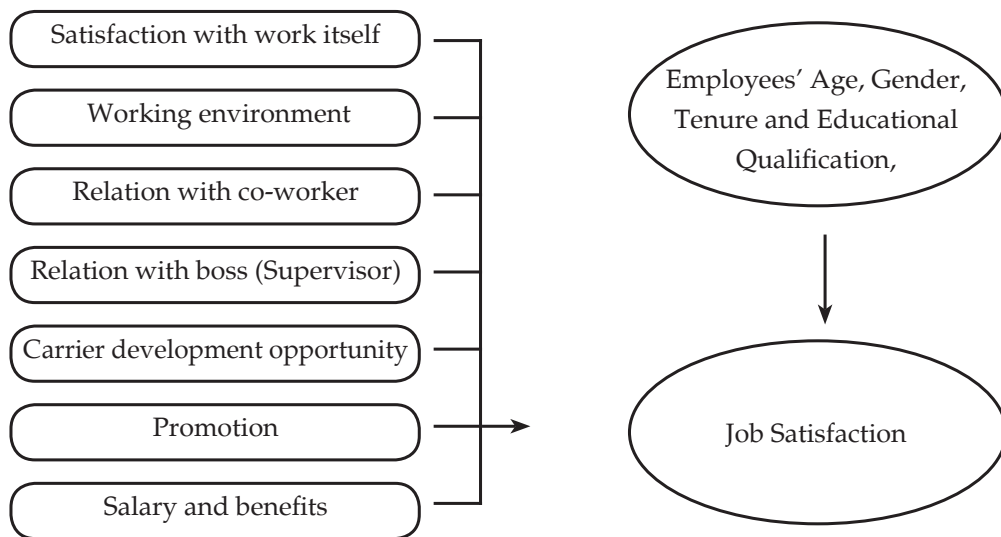


Figure: 1 Theoretical Frame Work

Statement of Problems

Academic excellence is the primary motto of every educational institution. It is balancing efforts among stakeholders, like students, teachers, employees, government, etc. Employees have the responsibility of managing the operational activities of the university. It is saying that

at present, the university is in a crisis of its sustainable prosperity and development due to irresponsible employees, weak performance, delay in decision making, lack of accountability, etc. The sources of these related problems of university emanate as financial inadequacy, lack of effective monitoring of administrative Management and increasing trend of political interference. In general people are blaming to employees as lack of efficiency and effectiveness at work but they are demanding more and more facilities. There is a lack of regular study about employees' attitudes and behavior in TU. The organizational performance is poor on TU. The TU employees have graveness, lack of training, delay in promotion, nepotism, worst working condition, lack of sufficient pay, lack of supervision, etc. How to enhance organizational performance with the satisfied employee is the major problem of TU? This study was focus on the following questions.

1. Which factors have an influencing role in job satisfaction of administrative employees in Campuses, TU?
2. What is the level of job satisfaction of administrative employees in Campuses, TU?
3. Are there differences in job satisfaction among the employee according to demographical variables (gender, age, educational qualification, and tenure) in Campuses, TU?

Objectives of the Study

This study's main objective is to assess the job satisfaction status of administrative employees selected campuses, TU in Kathmandu Valley and to establish relationships between job satisfaction and different demographic factors.

The specific objectives of the study were:

1. To determine the variables influencing job satisfaction of administrative employees in selected Campuses, TU in Kathmandu Valley.
2. To identify the job satisfaction level of administrative employees in selected Campuses, TU in Kathmandu Valley.
3. To explore the level of job satisfaction based on demographical variables (gender, age, educational qualification and tenure) of administrative employees in selected Campuses, TU in Kathmandu Valley.

Research Hypothesis

- H_1 - There is no significant difference in job satisfaction based on the gender of administrative employees.
- H_2 - There is no significant difference in job satisfaction based on the age of administrative employees.
- H_3 - There is no significant difference in job satisfaction based on the academic qualification of administrative employees.
- H_4 - There is no significant difference in job satisfaction based on the tenure of administrative employees.

Literature Review

Job satisfaction of employees is related to the attitude and behavior of employees toward their job. Attitude and behavior are a personal matter of employee. The theories of motivation can play a vital role in the theory of job satisfaction because motivation is closely tied to personal and professional satisfaction (Maslow, 1954; Vroom, 1964). The study of employee satisfaction on a job could be identified from the help of guidelines of motivational theories and past researches.

The theory of motivation is broadly classified into content and process theory. The content theory is based on Maslow's hierarchy of Human needs theory and Herzberg's two factors theory. The theory of Maslow's hierarchy of Human needs is ranging Human needs from lower order to higher order. Job satisfaction is a distinct individual feeling of employee about the job. Herzberg (1967) has developed the two-factor theory of motivation. He had classified intrinsic and extrinsic factors. According to him, intrinsic factors are achievement, reorganization, advancement, growth, responsibility, work it. Extrinsic factors are organizational policy and administration, interpersonal relationship with supervisor, working condition, Salary, supervision, status, security.

Process theory is concerned with understanding how or why employee motivation occurs. Vroom (1964) has developed the expectancy theory of motivation. According to this theory expectancy (the subjective probability that this behavior will result in the attainment of a certain level of performance), instrumentality (the perception that this level of performance

will result in or block the attainment of a job-related outcome) and valence (degree of attractiveness of this job-related outcome or reward). Another motivational process theory is work adjustment theory, equity theory, job characteristics theory, etc.

Eagley and Chaiken (1993) job satisfaction includes multi-dimensional psychological responses to one's job, and that such responses have cognitive (evaluative), affective (emotional), and behavioral components. This tripartite conceptualization of job satisfaction fits well with typical conceptualizations of social attitudes. Deshwal (2011) also focuses the job satisfaction factors are working conditions, organizational policies, independence, promotion opportunities, work variety, creativity, compensation, work itself, colleagues' cooperation, responsibility, social status of the job, job security, achievement and students' interaction were associated with job satisfaction. Fassina, Jones and Uggersev (2008) had pointed out job satisfaction is a cognitive and affective appraisal of a job viewed as a construct conceptualized in terms of beliefs and feelings regarding one's job. Job satisfaction is personal beliefs, feelings, attitude of employees toward work

The theoretical review was identified factors (variables) considered for employee's job satisfaction study at work. They are working environment, salary and benefits, satisfaction in my job, promotion, career development opportunity, relation with a co-worker, relation with supervisors, demographic variables (gender, age, educational qualification and tenure), etc. Research has often focused on age as a factor influencing job satisfaction. The available literature is somewhat inconclusive; however, with some studies showing no significant impact (Brown, 1998), some showing a gradual linear increase of satisfaction as age increases (Hulin, 1966). Other studies have shown no significant difference between gender and job satisfaction levels include Barbash (1976). Smith, Smits, and Hoy (1998) arrived at similar insignificant findings until they compared the gender of the employee to the employer's gender. They found that Women were more significantly more satisfied than men in small companies with female supervision, while males were significantly more satisfied in larger companies with male supervisors.

Job satisfaction is a result of employees' perception of how well their

job provides those things that are viewed as important (Luthans, 2002). The fundamental theme of job satisfaction study is that persons' attitudes, feelings, habits and cultures should be managed by understanding employees' job satisfaction levels in an organization. It can be measured by the help of individual opinion in the collection of groups because employees are Human beings; they have a little bit of similarity in feeling and opinion.

Suma and Lesha (2013) organized a research in Albinaya with the objective to determine the levels of employees of public sector satisfaction with job dimensions. The use of different statistical tools analyzed 56 respondent's opinions. The major finding was moderately satisfaction with co-worker, supervision, moderately dissatisfied with promotion and high dissatisfaction with pay.

Poudel, (2014) has organized a research work on the topic of administrative employees at Padma Kanya Multiple Campus, Kathmandu, intending to identify the level of job satisfaction of employees in PadmaKanya campus. In this study, 31 administrative respondents' opinions were analyzed with the help of different statistical tools. The major finding was male and female employee's job satisfaction is not significantly different in the campus. On the other hand, there is no significant difference in job satisfaction according to the employees' age on campuses. The employees were ranked their priority on satisfaction respectively job security, relation with a co-worker, pay and promotion, relation with supervisors, use of the ability in current position, etc.

Islam and Md. Hossani (2018) organized research in Dhaka with the major objective of finding 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.

Eleswed and Mohammed (2013) studied employees' job satisfaction and organizational commitment with the help of demographical variables, age, gender, educational qualification, year of work experience head quarter of International Global Bank in Manama, Bahrain. They concluded

that female employees had higher job satisfaction than male employees, an employee who was more than 60 was more satisfied than a low aged employee. Similarly, a year of work experience showed employees six to 10 years' experience employees were more satisfied and least satisfied with an experience range of 1 to 5 years.

Azeem and Akhtar (2014) studied in Saudi Arabia, public sectors employee job satisfaction and organizational commitment. They 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.

Research methodology

This research was organized to understand the job satisfaction level of employees, according to the job description index. An analytical and descriptive research design has been applied. Seven constituent campuses in Kathmandu Valley of TU have been selected under a random sampling method out of 16 campuses excluding technical campuses and central department. The records of selected campuses showed a total of 247 administrative employees out of which 148 respondents were selected under convenient sampling method and distributed structure questionnaire in May 2018. 108 respondents returned the structured questionnaire developed under job description index form unfortunately, two were found incomplete. So 106 respondents opinion were analyzed in this research that is 71.62 percent of the sample. Six-point Likert rating scale are 1 (strongly dissatisfied), 2 (moderately dissatisfied), 3 (dissatisfied), 4 (slightly satisfied), 5 (moderately satisfied) and 6 (strongly satisfied). The study variables were working environment, relation with co-worker, relation with supervisor, Satisfaction with my job, salary and benefits, promotion career development opportunity. The reliability and validity of questionnaires were measured by use of Cronbach Alfa. The calculated value of Alpha has found 80.2 that assured reliability and validity

in questionnaires. Descriptive and inferential statistical tools like; mean, standard deviation, frequency, percentage, Mann-Whitney U test, ANOVA were used for analysis with the help of SPSS 18th crack version.

Results and Finding

Frequency Table

The frequency table showed the respondents' number and their percentage according to demographical variables.

Table: 1 Frequency Table of Demographical Variables

Tenure			Age			Education			Gender		
Group	Freq	Perc	Group	Freq	Perc	Group	Freq	Perc	Group	Freq	Perc
Less 5 yrs	18	17.0	20-30	9	8.5	SLC	12	11.3	Male	49	46.2
5-10	9	8.5	30-40	20	18.9	Inter mediate +2	18	17.0	Female	57	53.8
10-15	8	7.5	40-50	28	26.4	Diploma	39	36.8	Total	106	100.0
15-20	9	8.5	50-60	27	25.5	Master	37	34.9			
20-25	20	18.9	60above	22	20.8	Total	106	100.0			
25-30	13	12.3	Total	106	100.0						
30 above	29	27.4									
Total	106	100.0									

Source: Survey 2018

Table 1 showed the four demographic variables, their frequency and percentage. The analysis tenure of employees showed highest 27.4 percent has worked above 30 years. More than 81 percent employees were found more than 40 years. The study showed more than 83 percent employees have complete diploma and master level. The Women employee are participate higher than male employees in this study.

Descriptive Statistics

Descriptive statistics helps to describe respondents' opinions on research variables.

Table:2 descriptive Statistics of Variables

	N	Minimum	Maximum	Mean	Std. Deviation
Working environment	106	1.00	6.00	4.45	1.66
Relation with Co-worker	106	1.00	6.00	5.05	1.23
Relation with Supervisor	106	1.00	6.00	4.92	1.39
Promotion	106	1.00	6.00	4.60	1.50
Salary and benefits	106	1.00	6.00	4.31	1.61
Carrier development opportunity	106	1.00	6.00	4.09	1.67

Source: Survey 2018

Table 2 showed the 106 respondents' opinions on given variables. The mean value of relationships with a co-worker has found moderately satisfied with mean value 5.05. In the case of other variables, the mean value has found above four means employees were satisfied in Campuses, TU. The mean carrier development opportunity has found 4.09, among other variables. The maximum and minimum analysis showed that every variable was strongly dissatisfied with strongly satisfied employees. The result has supported by analysis of standard deviation. The result indicated the satisfaction level of employees has different on given variables.

Satisfactions on Job

The measurement of happiness on the job of an employee is an important variable.

Table: 3 Satisfactions on My Job

	Frequency	Percent	Cumulative Percent
Strongly unsatisfied	8	7.5	7.5
Moderately unsatisfied	6	5.7	13.2
Unsatisfied	15	14.2	27.4
Satisfied	17	16	43.4
Moderately satisfied	18	17	60.4
Strongly satisfied	42	39.6	100
Total	106	100	

Source: Survey 2018

Table 3 showed the result of satisfaction in my job variables. The analysis showed that strongly satisfied, moderately satisfied and satisfied with 39.6,

percent, 17 percent and 16 percent, respectively. It means that about 72.6 percent of employees have found satisfaction with their job, but 27.4 percent unsatisfied. The analysis showed there is a difference in job satisfaction levels among the employee.

Test of Hypothesis

Mann-Whitney Test of Gender

It is a statistical test for variables measured on an ordinal scale, comparing the location of two populations based on observations from two independent variables.

Table:4. Mann-Whitney Test

Gender	N	Mean Rank	Sum of Ranks	
Means of variables	Male	49	56.64	2775.50
	Female	57	50.80	2895.50
	Total	106		

Source: Researchers' calculation $Z= 0.978$ $p= 0.328$

Table 4 showed the mean differences between male and female respondents of the employee. The P-value has found $0.328 > 0.05$ alpha level. So, there is no significant difference in job satisfaction levels between male and female employees.

ANOVA Analysis of Age

Table:5 ANOVA Analysis of Age Studied Variables

	Sum of Squares	DF	Mean Square	F	Sig.
Between Groups	12.595	4	3.149	3.156	017
Within Groups	100.765	101	998		
Total	113.360	105			

Source: Researchers' calculation

Table 5 showed mean differences in job satisfaction between age groups with studied variables. The analysis shows that there is a significant difference in job satisfaction between age groups of employees. The P-value of the studied variable's age groups has been found to be 0.017, which is less than alpha value 0.05. So that the research hypothesis is rejected or the alternative hypothesis is accepted. There is a difference in job satisfaction

according to the age of employees

Table:6 ANOVA Analysis of Educational Qualification and Studied Variables.

	Sum of Squares	DF	Mean Square	F	Sig.
Between Groups	2.526	3	.842	.775	.511
Within Groups	110.834	102	1.087		
Total	113.360	105			

Source: Researchers' Analysis

Table 6 showed the mean differences between groups of educational qualifications with studied variables. The calculated p-value between educational groups has found 0.511, which is higher than 0.05 alpha. The estimated p-value was higher than alpha value means that there is no significant difference in job satisfaction between educational qualification groups of employees.

Table: 7 ANOVA Analysis of Tenure and Studied Variables

	Sum of Squares	DF	Mean Square	F	Sig.
Between Groups	11.700	6	1.950	1.899	.088
Within Groups	101.660	99	1.027		
Total	113.360	105			

Source: Researchers' Calculation

Table 7 showed a mean difference in job satisfaction between tenure groups of employees and studied variables. The calculated p-value has found more than alpha value 0.05 between tenure groups of the employee on Campuses. The result supported the research hypothesis, which means that there is no significant difference in job satisfaction between tenure groups of employees.

Finding

1. Which factors have an influencing role in the job satisfaction of employees in Campuses, TU?
 - The mean value analysis showed moderately satisfied with a co-worker. other variables are in the range of joy with mean value 4.92 relations with supervisors, 4.6 of promotion, 4.45 working environment,

4.31 salary and benefits 4.09 of carrier development opportunity. The satisfaction level little bit different from the studied variable's opinion of employees. On average, the employee was satisfied with the studied variables.

What is the level of job satisfaction of administrative employees in Campuses, TU?

-The frequency analysis of six Likert scales of satisfaction on my job variables showed that more than 75 percent of employees have found in the level of comfort (satisfied to strongly satisfied) and rest was in unsatisfied level (strongly dissatisfied to unsatisfied). Minority employees have found unsatisfied with their work.

Are there differences in job satisfaction among the employee according to demographical variables (gender, age, educational qualification, and tenure) in Campuses, TU?

Research Hypothesis H_1 : There is no significant difference in job satisfaction based on the gender of administrative employees.

The calculated p-value of the Mann-Whitney U test has found too higher than 5 percent significant level. Thus, the research hypothesis is accepted, which means that there is no significant difference in job satisfaction between the male and female employees on studied variables.

Research Hypothesis H_2 - There is no significant difference in job satisfaction based on the age of administrative employees in Campuses TU.

The calculated P-value of ANOVA has found 0.017, which is too low compared with significant level 0.05. Based on the above evidence, one can conclude that there is significant evidence to reject the research hypothesis, which means that job satisfaction levels on employees are significantly different according to the age of administrative employees.

Research Hypothesis H_3 : There is no significant difference in job satisfaction based on the academic qualification of administrative

employees in Campuses, TU.

The calculated p-value of ANOVA is 0.511, which is too high as compared to a significant level of 0.05. There is sufficient evidence to accept the research hypothesis, which means that there is no significant difference in job satisfaction according to the educational qualification of administrative employees.

Research Hypothesis H₄- There is no significant difference in job satisfaction based on the tenure of administrative employees in Campuses TU.

The calculated p-value of ANOVA has found 0.088, which is higher than a significant level of 0.05. There is sufficient evidence to accept the research hypothesis, which means that there is no significant difference in job satisfaction according to the tenure of administrative employees.

Discussion and Conclusion

The research was organized to understand the employee job satisfaction in selected Campuses in Kathmandu Valley, TU. Different objectives and hypotheses were set for attaining the purposes of the study. In this study, 148 job description index (JID) structured questionnaires has distributed to administrative employees in randomly selected seven constituent Campuses. Only 106 respondents' opinions were analyzed with 6-point Likert scale questionnaires from strongly dissatisfied to strongly satisfying scale. Descriptive and inferential statistical tools were used for data analysis purposes.

The research shows that employees in Campuses have given top priority to relation with co-workers. It means that they are enjoying their job with colleagues. Numerous researchers in the field of job satisfaction are taken a variable relation with a co-worker in the study of job satisfaction. This research finding is supported by the finding of Suma and Lesh (2013) moderately satisfied with co-workers and Poudel (2014). But the research result of Islami and Hosni (2018) has found negative satisfaction with a co-worker. The result of relationships with the supervisor was also supported by Suma and Lesh (2013) Azem Akhtar (2014). In an organization, the supervisor has motivational and supportive of the job. Promotion

is a motivational factor for an employee. It has found that promotion is another motivational factor of administrative employees of Campuses. The finding is not matched with the finding of Suma and Lesh (2013). The satisfaction level of employees has found at a marginal level of satisfaction on pay and other benefits and carrier development opportunity is in the sixth level of satisfaction in this study. The research of Islami and Hosni (2018) and Suma and Lesha (2013) had shown highly dissatisfied on pay from their employer. The administrative employee has found satisfaction on study variables with little bit differences.

The results of overall job satisfaction show more than 39.6 percent of employees are strongly satisfied, and total of 72.6 percent of employees were found in the range of satisfied on their job. This research finding is supported by previous research (Poudel, 2014). The finding has given a message that more than 72 percent of administrative employees were satisfied with their job.

The study showed no significant difference in job satisfaction according to gender in Campuses, TU. The finding of this research agrees with the finding of Barbash (1976) there is no significant difference between gender and job satisfaction levels of employees. The research findings of Eleswed and Mohammad (2013) showed that female employees have higher job satisfaction than male employees. There is a significant difference in job satisfaction of administrative employees. This finding was supported by the finding of (Spector, 1997) as job satisfaction tends to increase gradually with age. On the other hand, the study concludes that employees' job satisfaction level is not significantly different from the work experience of administrative employees.

Most of the employees has found satisfaction at their job. Some employees disagree with study variables on satisfaction, so the Management of Campuses is aware of satisfying all the employees. There must be provided career development opportunities to the employee and provides pay and benefits according to the living standard. The satisfaction level on the relation with the supervisor has found satisfactory indicate good relation between employee and campus chief. The campuses must find

out the causes of differences in job satisfaction and make the policy of the solution of dissatisfaction according to age. This study has studied the opinion of administrative employees. This study can be taken as a pilot study to assess the problems of TU. It is hoped that it may be useful to the researcher on the topic. An extensive study on this topic could be done for making policy on employees' job satisfaction on TU.

Implication of the study

This study is organized to explore the administrative employee job satisfaction level on TU. This study has identified the satisfaction level of administrative employees. The satisfaction level has measured with the help of seven variables with demographical variables. This knowledge helps the university understand the problems and address employee preferences while developing University level programs and policies. It has proved that only satisfied employees enhance the efficiency and performance of the organization. But the finding of this study cannot generalize overall university, because it is based on the opinion of administrative employees of selected Campuses, TU in Kathmandu Valley.

References

- Adhikari, D. R. (2009). *Organizational Behaviour, (third ed)*. Kathmandu: Budha Academic Publisher and Distributors.
- Azeem, S. M., & Akhtar, N. (2014). Job satisfaction and organizational commitment among public sector employees in Saudi Arab. *International Journal of Business and Social Science* 5 (7), 127-133.
- Barbash, J. (1976). Job satisfaction, employee attitude survey. *Organization for Economic Cooperation Development*. Paris and Washington.
- Brown, A. D. ((1998)). *Organizational culture (2nd ed)*. . New Delhi: Prentic Hall.
- Chapagai, R. R. (2011). Impact of employee participation on job satisfaction in Nepalese Commercial Banks. *Journal of Management*, 4 (1), 39-51.
- Deshwal, P. (2011). Job satisfaction: A study of those who mould the feture of India. *Global Conference on Innovations in Management*. London, UK.
- Eagly, A. H., & Chaiken, S. (1993). *The psychology of attitudes*. Ornaldo, Fl: Harcourt.
- Eleswed, M., & Mohammed, F. (2013). The impact of gender, age, years of experience, education level and position type on job satisfaction and organizational commitment: An exploratory study in the Kingdom of Bahrain. *International Journal of Business and Social Science*, 4 (11), 108-119.

- Evans, L. ((2001)). Delving deeper into moral, job satisfaction and motivation among education professionals: Re-examining the leadership dimension. *Educational Management and Administration*, (29 (3), 291-306.
- Fassina, N. E., Jones, D. A., & Uggerselev, K. L. (2008). Relationship clean-up time: Using meta analysis and path analysis to clarify relationships among job satisfaction, perceived fairness and citizenship behaviors. *Journal of Management*, (34 (2), 161-188.
- George, J., & Jones, G. (2008). *Understanding and managing organizational behavior (5th ed.)*. Upper Saddle River, New Jersey: Pearson Prentice Hall.
- Herzberg, F. (1967). *Work and the nature of men*. Cleveland: OH World Bank.
- Hulin, C. L. (1966). Job satisfaction and turnover in a female clerical population. *Journal of Applied Psychology*, 50, 280-285.
- Islam, R., & Md. Hossani, M. (2018). Job satisfaction of academic staff: An empirical research study on selected private educational institutes at Dhaka City Corporation. *Global Journal of Management and Business Research: Administration and Management*, 10 (3), 8-15.
- Khalid, S. &, Irshad, M. (2011). Factor affecting job satisfaction. *Journal of Management Research*, (6), 84-101.
- Luthans, F. ((2002)). The need for and meaning of positive organizational behavior. *Journal of Organizational Behavior*, 6, 695-706.
- Maslow, A. H. (1954). *Motivation and personality*. New York: Harper & Row.
- Nelson, D. L., & Quick, J. (2009). *Organizational behavior-ORGB*. Mason: Ohio, South-Western cengage Learning.
- Poudel, S. P. (2014). Case study on employees' job satisfaction in Padmakanya Multiple Campus, Kathmandu. *Nepalese Management Journal*, 1 (1), 62-72.
- Robbins, S. P., & Judge, T. A. (2009). *Organizational behavior (13th ed.)*. Upper Saddle River New Jersey: Pearson Prentice Hall.
- Robins, S. P. ((2003)). *Organizational behavior*. Upper Saddle River: Prentice- Hall.
- Smith, P.L., Smits, S. J., & Hoy, F. (1998). Employees' work attitudes: The subtle influence of gender. *Human Resource (HR)* 51 (5), 694-66.
- Spector, P. (1997). *Job satisfaction: Application, Assessment, Causes and Consequences*. California: SAGE publication.
- Suma, S., & Lesha, J. (2013). Job satisfaction and organizational commitment: The case of Shkodra Municipality. *European Scientific Journal* 9 (17), 41-51.
- Tribhuvan, University. (2019). Tribhuvan University Today. *Tribhuvan University. Information and public Relations Division, TU, Kirtipur .*
- Vroom, V. H. (1964). *Work and motivation*. San Francisco: Jossey- Bass.