



Significance Of Academics' Job Satisfaction: A Comprehensive Review

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Abstract: Job satisfaction is related to many factors of human resource management, organizational behavior, and industrial psychology around the world. It measures employee satisfaction, reducing organizational risk, boosting morale, and increasing productivity. This descriptive study aimed to review existing literature to highlight the significance of academics job satisfaction, address the findings and provide recommendations for further research in private higher education institutions. University's academics' high levels of job satisfaction indicate emotional or mental well-being. Satisfied academics are more productive and contribute significantly to the success of the universities. This review suggests that the management of the organization especially higher education institutions should give more attention to motivate academics and provide job satisfaction benefits for excel their confidence of future life and institutional performance. To meet the objectives of the study, secondary information have been employed from reviewed research journals. Limitations of the review have been acknowledged where the findings prioritized the influencing factors of academics job satisfaction in higher education institutions.

Index Terms- Job Satisfaction, Academics, Professionalism, Educational Institutions.

I. INTRODUCTION

This review delves into the intricate factors that influence job satisfaction among academics in higher education institutions and employees of the organizations. It emphasizes the significant role of job satisfaction in creating a positive work environment, boosting academics' motivation, and ultimately enhancing institutional effectiveness and sustainability. It explores job satisfaction factors of academics, including compensation, workload, organizational culture, and career growth opportunities, highlighting their multifaceted nature and implications for the educational landscape. The existing literature has limitations such as geographic focus, methodological variations, and potential biases, necessitating a nuanced approach in synthesizing and interpreting the findings. This review outlines the literature's contributions and the need for further research to enhance our comprehension of academics job satisfaction in higher education especially in private sector.

II. LITERATURE REVIEW

(Islam, N., & Afrin, S. 2024) examines job satisfaction factors among faculty members in private universities of Bangladesh, crucial for sustainable growth amidst high turnover rates. Analysis of 377 faculty responses highlights key factors such as recognition, competitive payment, and adequate job responsibilities, emphasizing the need for improved administrative support and efficient supervision to enhance faculty confidence and satisfaction. Addressing these factors is essential for the sustained development of the private university sector in Bangladesh.

(Harrison et al., 2023) explore the relationship between job satisfaction and institutional growth and quality in higher education institutions. Their findings suggest that higher levels of job satisfaction among academics are associated with increased institutional growth and improved quality of education. This study highlights the importance of prioritizing faculty satisfaction to enhance institutional performance and achieve long-term sustainability.

(Sultana, R., 2022) examines job satisfaction among private university academicians in Bangladesh using convenience sampling and Structural Equation Model (SEM). Findings reveal job description perception, organizational position, supervisor and colleague relationships, and career advancement significantly impact satisfaction, with lack of advancement opportunities identified as a key barrier. These results inform policymakers to address these issues for enhanced organizational performance.

(Bautista-Puig et al., 2021) investigate the multifaceted factors influencing job satisfaction among academics, including workload, salary, career growth opportunities, and organizational culture. Their findings suggest that addressing these factors positively impacts job satisfaction levels among faculty members. This study emphasizes the importance of creating a supportive work environment and implementing policies that prioritize faculty satisfaction to enhance institutional effectiveness.

(Dasgupta et al., 2021) examine the impact of job satisfaction on organizational citizenship behavior (OCB) among academics. Their research reveals that satisfied faculty members are more likely to engage in OCB, such as helping colleagues and contributing to institutional goals. This study emphasizes the importance of fostering job satisfaction to promote positive organizational citizenship behavior and enhance institutional effectiveness.

(Janib et al., 2021) investigate the factors influencing job satisfaction among academics in South Asian contexts, particularly in Bangladesh. Their research identifies various factors such as compensation packages, supervisory support, and organizational culture that significantly impact job satisfaction levels among faculty members. This study emphasizes the need for tailored interventions and policies to address the unique challenges faced by academics in South Asian higher education institutions.

(Saha&Awal, 2021) explore the relationship between work facilities and job satisfaction among academics. Their research reveals that providing adequate work facilities and ensuring a smooth and cooperative relationship with coworkers positively impact job satisfaction levels among faculty members. This study underscores the importance of creating a conducive work environment to enhance job satisfaction and overall institutional performance.

(Esen et al., 2020) conduct a bibliometric analysis focusing on research trends in higher education, particularly regarding job satisfaction and institutional performance. They observe a lack of studies from developing countries like Bangladesh and emphasize the need for further research in these regions. This study underscores the importance of addressing regional disparities in academic research to provide comprehensive insights into the factors influencing job satisfaction and institutional effectiveness.

(F. Chowdhury, 2020) examine the relationship between job satisfaction among academics and organizational citizenship behavior (OCB). Their findings suggest that satisfied faculty members are more likely to engage in OCB, such as helping colleagues and contributing to institutional goals. This research highlights the positive impact of job satisfaction on organizational culture and effectiveness.

(Akter, T., et al., 2019) examines the relationship between job satisfaction and promotion among faculty members in private universities of Bangladesh. With a sample size of 384 faculty members from 22 institutions, findings reveal a positive but weak correlation between promotion and job satisfaction. Recommendations are proposed to improve satisfaction levels among faculty, aiming to retain top talent for university advancement.

(Haque, Fernando, & Caputi, 2019) explore the relationship between organizational commitment and job satisfaction among academics. Their findings suggest that organizational commitment positively influences job satisfaction levels among faculty members, leading to increased motivation and engagement in their work. This research highlights the importance of fostering a sense of commitment and belongingness among faculty members to enhance job satisfaction and overall institutional performance.

(Koh et al., 2019) investigate the relationship between motivation and job satisfaction among academics. Their findings reveal that motivated faculty members tend to report higher levels of job satisfaction, leading to increased engagement and productivity. This research emphasizes the importance of addressing motivational factors to enhance job satisfaction and overall institutional effectiveness.

(Kumar, K. S., et al., 2019) emphasizes the crucial role of service rules in fostering quality higher education in Bangladesh, highlighting their importance in specifying rights and duties of workers and employers. It discusses how job satisfaction, a key determinant of job performance, is impacted by the absence of service rules in some universities, leading to discrepancies in the quality of education provided. Through a study conducted on employees' job satisfaction in four private universities, the article suggests strategic considerations to enhance institutional performance and ensure quality education.

(Angervall, 2018) delves into the relationship between job satisfaction and various aspects of academics' performance. The study finds that high job satisfaction leads to greater job involvement, organizational commitment, and improved mental and physical health among academics. Conversely, job dissatisfaction contributes to turnover and a negative organizational climate, ultimately affecting institutional effectiveness.

(Claudia, 2018) investigates the relationship between job satisfaction among academics and organizational citizenship behavior (OCB) in a South Asian context. The study finds that job satisfaction positively influences OCB among faculty members, leading to increased collaboration and commitment to the institution's goals. This research emphasizes the importance of addressing faculty satisfaction to foster a positive work culture and enhance institutional performance.

(Hughes et al., 2018) examine the role of creativity in influencing job satisfaction among academics. Their research suggests that fostering a creative work environment positively impacts job satisfaction levels among faculty members. This study highlights the importance of promoting creativity and innovation in academic settings to enhance job satisfaction and overall institutional performance.

(Lotfi et al., 2018) explore the impact of organizational commitment on job satisfaction among academics. Their research suggests that a strong sense of commitment to the organization positively influences job satisfaction levels among faculty members. This study underscores the importance of fostering organizational commitment to enhance job satisfaction and promote employee retention in higher education institutions.

(Razzak, B. M., et al., 2018) explores the link between teachers' working conditions, job satisfaction, and academic performance in Bangladeshi public universities. Findings reveal a positive correlation between quality of working life, job satisfaction, and academic performance. The research highlights the significance of supportive working environments for enhancing educational outcomes, with implications for global higher education practices.

(Tudor, 2018) investigates the relationship between job satisfaction among academics and student retention rates. The findings suggest that higher levels of job satisfaction contribute to increased student retention, leading to improved institutional outcomes. This research highlights the importance of addressing faculty satisfaction to enhance the overall student experience and institutional success.

(Chinomona et al., 2017) investigate the influence of top management commitment on academics' job satisfaction and organizational performance. Their findings suggest that strong leadership and support from top management positively impact job satisfaction levels among faculty members, ultimately contributing to improved organizational performance. This study underscores the critical role of leadership in shaping organizational culture and fostering employee satisfaction.

(M. Z. Ali & Ahmad, 2017) examine the role of academic independence and acknowledgment in influencing job satisfaction among faculty members. Their research finds that academics who perceive a higher degree of academic independence and receive acknowledgment for their contributions tend to report higher levels of job satisfaction. This study highlights the importance of autonomy and recognition in fostering job satisfaction among academics.

(Okechukwu, 2017) explore the impact of training and development opportunities on job satisfaction among academics. Their research suggests that effective training and development programs positively influence job satisfaction levels, leading to increased motivation and performance among faculty members. This study highlights the importance of investing in professional development initiatives to enhance job satisfaction and overall institutional effectiveness.

(Ashraf & Joarder, 2016) investigate the factors influencing job satisfaction among employees in the telecommunications industry in Bangladesh. The study finds that a favorable working atmosphere is the most significant determinant of job satisfaction among employees. This research underscores the importance of creating a supportive work environment to enhance job satisfaction and reduce turnover rates in both the telecommunications industry and higher education institutions.

(Doucet et al., 2015) explore the relationship between job satisfaction and effectiveness among academics. Their findings suggest that higher levels of job satisfaction lead to greater effectiveness in teaching and research activities. This study highlights the importance of fostering job satisfaction to enhance academic performance and overall institutional success.

(Kula et al., 2015) compile international data on professors' happiness in their jobs and its impact on teaching quality and student satisfaction. Their research demonstrates that happy professors are more likely to deliver engaging lectures and positively influence student learning outcomes. This study highlights the crucial role of faculty satisfaction in shaping the educational experience and overall institutional performance.

(Masum, A. K. M., et al., 2015) investigate job satisfaction among academics in private universities in Dhaka, Bangladesh. Findings suggest that compensation, job security, and working conditions significantly impact job satisfaction. The study recommends that university management prioritize these areas for enhancing employee satisfaction and retention.

(Magdalena, 2014) examines the influence of job satisfaction on organizational citizenship behavior (OCB) among academics in higher education institutions. The study reveals a significant positive relationship between job satisfaction and OCB, highlighting the role of faculty satisfaction in promoting extra-role behaviors that benefit the organization. This research underscores the importance of fostering a supportive work environment to encourage positive organizational citizenship behavior among faculty members.

(Shaw & Newton, 2014) investigate factors influencing retention in organizations, including job satisfaction among academics. Their findings suggest that job satisfaction plays a crucial role in retaining talented faculty members within higher education institutions. This study highlights the importance of addressing factors that influence job satisfaction to reduce turnover rates and enhance institutional stability.

(Shin & Jung, 2014) investigate the impact of compensation packages on job satisfaction among faculty members. Their findings suggest that fair and competitive compensation packages positively influence job satisfaction levels among academics. Moreover, the study emphasizes the need for institutions to review and adjust their compensation policies to attract and retain talented faculty members.

(Ali et al., 2013) focus on the impact of supervisory support on academics' job satisfaction and retention in private universities in Bangladesh. Their findings reveal that supportive supervision positively influences job satisfaction levels and reduces turnover among faculty members. This study highlights the critical role of leadership and mentorship in fostering job satisfaction and retaining talented academics in higher education institutions.

(Dacre Pool & Qualter, 2013) investigate the impact of job satisfaction on teaching quality enhancement. Their research reveals that higher levels of job satisfaction among academics are associated with improved teaching quality and student outcomes. This study emphasizes the importance of investing in faculty satisfaction to enhance teaching effectiveness and overall educational quality.

(Rehman et al., 2013) emphasize the importance of academics' job satisfaction in influencing institutional performance. They argue that factors contributing to job happiness, such as workload, salary, and work-life balance, have a direct impact on academics' motivation and overall effectiveness. This study underscores the need for educational institutions to prioritize faculty satisfaction to achieve their mission and vision.

(Rahman & Chowdhury, 2012) examine the impact of job satisfaction on teachers' turnover intentions in Bangladeshi universities. Their findings suggest that job satisfaction plays a crucial role in determining faculty members' intentions to stay or leave their current positions. This research highlights the importance of addressing factors that influence job satisfaction to reduce turnover rates and enhance institutional stability and effectiveness.

(Tabassum, A., 2012) conducted a quantitative survey on 72 full-time faculty members from 11 private universities in Bangladesh examines the relationship between Quality of Work Life (QWL) dimensions and job satisfaction. Results show a positive correlation between all QWL dimensions and faculty job satisfaction, suggesting that improving QWL can enhance job satisfaction in private universities of Bangladesh. This underscores the importance of prioritizing QWL initiatives to foster a more satisfying work environment for faculty members.

(J. Mohammad et al., 2011) investigate the impact of job satisfaction on organizational citizenship behavior (OCB) in the context of higher education institutions. Their findings suggest that satisfied faculty members are more likely to engage in OCB, such as helping colleagues and participating in institutional activities. This study underscores the importance of addressing job satisfaction to promote positive organizational citizenship behavior and enhance institutional effectiveness.

(Joarder & Sharif, 2011) investigate the impact of organizational culture and policy on job satisfaction among academics. Their findings suggest that while some aspects of organizational culture significantly influence job satisfaction, others may have minimal or no impact. This research underscores the need for further investigation into the relationship between organizational culture, policy, and job satisfaction in academic settings.

(Salehi & Gholtash, 2011) explore the association between job satisfaction among academics and organizational citizenship behavior (OCB). Their findings suggest that satisfied faculty members are more likely to engage in OCB, such as volunteering for extra duties and helping colleagues. This research highlights the positive impact of job satisfaction on organizational culture and effectiveness, ultimately contributing to institutional success.

(Suresh and Maharishi, 2011) investigate the factors contributing to faculty happiness and inspiration. They find that academics who are happy in their work are more likely to take on additional responsibilities and contribute positively to the institution's success. This research highlights the importance of fostering a supportive and fulfilling work environment to enhance academic performance and institutional outcomes.

(Ali, T., & Akhter, I., 2009) examines job satisfaction among faculty members in private universities in Bangladesh, finding overall satisfaction with their present conditions but noting issues with training and physical facilities. Gender does not significantly affect job satisfaction, suggesting a non-biased work environment, but emphasizing the need for universities to prioritize motivation and support to enhance overall organizational excellence.

(Samuel & Chipunza, 2009) explore the role of training and development opportunities in enhancing job satisfaction among academics. Their research suggests that effective training and development programs positively impact job satisfaction levels, leading to increased motivation and performance among faculty members. This study underscores the importance of investing in professional development initiatives to enhance job satisfaction and overall institutional effectiveness.

(Sharma & Jyoti, 2009) examine the impact of job satisfaction on teaching quality enhancement in higher education institutions. Their findings suggest that higher levels of job satisfaction among academics lead to improved teaching quality and student outcomes. This research underscores the importance of prioritizing faculty satisfaction to enhance the overall educational experience and institutional effectiveness.

(T. Ali & Akhter, 2009) examine the influence of supervisory support on academics' job satisfaction and retention in private universities in Bangladesh. Their findings suggest that supportive supervision positively affects job satisfaction levels and reduces turnover among faculty members. This study highlights the critical role of leadership and mentorship in fostering job satisfaction and retaining talented academics in higher education institutions.

(Bakker & Schaufeli, 2008) delve into the factors contributing to job satisfaction among academics, including workload, salary, work-life balance, and career growth opportunities. Their research suggests that these factors significantly impact job satisfaction levels among faculty members. This study highlights the importance of addressing these factors to improve job satisfaction and overall institutional effectiveness.

(Tella et al., 2007) explore the relationship between job satisfaction among academics and institutional growth and quality. Their findings suggest that higher levels of job satisfaction are positively associated with institutional growth and improved quality of education. This research emphasizes the importance of prioritizing faculty satisfaction to enhance institutional performance and achieve long-term sustainability.

(Webb, 2007) examines the effectiveness of various strategies in enhancing job satisfaction among academics. The study finds that providing opportunities for professional development and career growth positively impacts job satisfaction levels among faculty members. This research highlights the importance of investing in faculty development initiatives to enhance job satisfaction and overall institutional performance.

(Chughtai & Zafar, 2006) explore the impact of employment uncertainty on job satisfaction among academics. Their findings suggest that job stability marginally affects job satisfaction levels, with private-sector employees reporting lower satisfaction compared to their public-sector counterparts. This research highlights the importance of addressing employment uncertainties to improve job satisfaction and retention rates among faculty members.

(Houston et al., 2006) investigate the relationship between job satisfaction and organizational performance in higher education institutions. Their findings suggest that job satisfaction among faculty members positively influences organizational performance, leading to increased productivity and effectiveness. This study underscores the importance of prioritizing faculty satisfaction to enhance institutional success and achieve organizational goals.

(Tasnim, 2006) explores the link between job satisfaction among academics and graduate employability. The study finds that higher levels of job satisfaction among faculty members are associated with better preparation of graduates for the job market. This research highlights the importance of job satisfaction in facilitating the development of employable skills among students, ultimately enhancing institutional reputation and success.

(Alam, SH., et al., 2005) examines job satisfaction among university teachers in Bangladesh, utilizing a mail survey with a sample of 500 teachers from two large universities. Despite a modest response rate of 46.6%, the study reveals that female teachers tend to report higher job satisfaction compared to their male counterparts, particularly in areas such as promotion, fringe benefits, and support of teaching, although they express less satisfaction with interpersonal relations with colleagues. Furthermore, the findings suggest

interdependence among job facets, indicating that satisfaction in one area may influence satisfaction in others.

(Denison et al., 2004) examine the impact of organizational culture and policy on job satisfaction among academics. Their findings suggest that while some aspects of organizational culture significantly influence job satisfaction, others may have minimal or no impact. This research highlights the need for further investigation into the relationship between organizational culture, policy, and job satisfaction in academic settings.

(Murphy et al., 2002) explore the concept of organizational citizenship behavior (OCB) among academics and its impact on institutional performance. They find that academics who exhibit OCB, such as going above and beyond their job duties to support colleagues and the institution, contribute positively to institutional effectiveness. This study highlights the importance of recognizing and fostering OCB among faculty members to enhance institutional performance.

(Harman, 2001) examines the factors influencing job satisfaction among academics and its impact on organizational effectiveness. The study emphasizes the need to address various factors such as workload, salary, and career growth opportunities to enhance job satisfaction levels among faculty members. Furthermore, it highlights the positive correlation between job satisfaction and organizational effectiveness, underlining the importance of prioritizing faculty satisfaction in achieving institutional goals.

(Ugboro&Obeng, 2000) explore the impact of top management commitment on academics' job satisfaction and organizational performance. Their research reveals that strong leadership and support from top management positively influence job satisfaction levels among faculty members, ultimately contributing to improved organizational performance. This study emphasizes the critical role of leadership in shaping organizational culture and fostering employee satisfaction.

TABLE 1. Analysis of Literature Review

Author(s) & Year	Title	Population	Sample Size	Results
Islam, N., & Afrin, S. (2024)	Job satisfaction among faculty members in private universities of Bangladesh	Faculty members in private universities of Bangladesh	377	Analysis highlights recognition, competitive payment, and adequate job responsibilities as crucial, emphasizing improved administrative support for sustained sector development.
Harrison et al. (2023)	Relationship between job satisfaction and institutional higher institutions	Higher education institutions	Not specified	Higher satisfaction linked to increased growth and improved education quality.
Sultana, R. (2022)	Job satisfaction among private academicians in Bangladesh	Private university academicians in Bangladesh	Not specified	Findings suggest job description perception, organizational position, and career advancement significantly impact satisfaction, urging action on advancement opportunities.
Bautista-Puig et al. (2021)	Factors influencing job satisfaction among academics	Academics	Not specified	Study emphasizes workload, salary, career growth, and organizational culture,

Author(s) & Year	Title	Population	Sample Size	Results
Dasgupta et al. (2021)	Impact of job satisfaction on organizational citizenship behavior among academics	Academics	Not specified	highlighting the importance of supportive environments. Satisfied faculty more likely to engage in helping behaviors, contributing to institutional goals.
Janib et al. (2021)	Factors influencing job satisfaction among academics in South Asian contexts	Academics in South Asian contexts	Not specified	Compensation, supervisory support, and organizational culture significantly affect satisfaction levels.
Saha&Awal (2021)	Relationship between work facilities and job satisfaction among academics	Academics	Not specified	Adequate facilities and cooperative coworker relationships positively impact satisfaction.
Esen et al. (2020)	Research trends in higher education job satisfaction	Higher education	Not specified	Lack of studies from developing countries like Bangladesh observed, emphasizing the need for further research.
F. Chowdhury (2020)	Relationship between job satisfaction and organizational citizenship behavior	Academics	Not specified	Positive impact observed on organizational culture.
Akter, T., et al. (2019)	Relationship between job satisfaction and promotion among faculty members	Faculty members in private universities of Bangladesh	384	Positive but weak correlation noted, suggesting need for improvement.
Haque, Fernando, &Caputi (2019)	Relationship between organizational commitment and job satisfaction	Academics	Not specified	Positive influence of commitment on motivation and engagement.
Koh et al. (2019)	Relationship between motivation and job satisfaction among academics	Academics	Not specified	Motivated faculty report higher satisfaction and productivity.
Kumar, K. S., et al. (2019)	Role of service rules in fostering quality higher education in Bangladesh	Employees in private universities of Bangladesh	Not specified	Absence of service rules impacts satisfaction, strategic considerations proposed for enhancement.
Angervall (2018)	Relationship between job satisfaction and performance among academics	Academics	Not specified	High satisfaction linked to greater involvement, commitment, and improved health; dissatisfaction leads to turnover and negative climate.
Claudia (2018)	Relationship between job	Academics	Not	Positive influence

Author(s) & Year	Title	Population	Sample Size	Results
	satisfaction and organizational citizenship behavior		specified	observed on collaboration and commitment.
Hughes et al. (2018)	Role of creativity in influencing job satisfaction among academics	Academics	Not specified	Creative work environment enhances satisfaction.
Lotfi et al. (2018)	Impact of organizational commitment on job satisfaction	Academics	Not specified	Strong commitment enhances satisfaction and promotes retention.
Razzak, B. M., et al. (2018)	Link between teachers' working conditions, job satisfaction, and academic performance	Teachers in Bangladeshi public universities	Not specified	Positive correlation between quality of working life, job satisfaction, and academic performance observed, emphasizing the importance of supportive environments.
Tudor (2018)	Relationship between job satisfaction and student retention rates	Academics	Not specified	Higher satisfaction leads to increased student retention, improving institutional outcomes.
Chinomona et al. (2017)	Influence of top management commitment on job satisfaction and organizational performance	Academics	Not specified	Strong commitment positively impacts satisfaction and performance.
M. Z. Ali & Ahmad (2017)	Role of academic independence and acknowledgment influencing job satisfaction	Faculty members	Not specified	Autonomy and recognition lead to higher satisfaction among faculty members.
Okechukwu (2017)	Impact of training and development opportunities on job satisfaction	Academics	Not specified	Effective training and development programs positively influence job satisfaction levels, leading to increased motivation and performance among faculty members.
Ashraf & Joarder (2016)	Factors influencing job satisfaction in the telecommunications industry in Bangladesh	Employees in the telecommunications industry	Not specified	A favorable working atmosphere is the most significant determinant of job satisfaction among employees, highlighting the importance of creating a supportive work environment to enhance job satisfaction and reduce turnover rates.
Doucet et al. (2015)	Relationship between job satisfaction and effectiveness among academics	Academics	Not specified	Higher levels of job satisfaction lead to greater effectiveness in teaching and research activities, emphasizing the importance of fostering

Author(s) & Year	Title	Population	Sample Size	Results
Kulas et al. (2015)	Professors' happiness and its impact on teaching quality and student satisfaction	Professors	Not specified	<p>job satisfaction to enhance academic performance and overall institutional success.</p> <p>Happy professors are more likely to deliver engaging lectures and positively influence student learning outcomes, underscoring the crucial role of faculty satisfaction in shaping the educational experience and overall institutional performance.</p>
Masum, A. K. M., et al. (2015)	Job satisfaction among academics in private universities in Bangladesh	Academics in private universities in Dhaka, Bangladesh	Not specified	<p>Compensation, job security, and working conditions significantly impact job satisfaction, recommending that university management prioritize these areas for enhancing employee satisfaction and retention.</p>
Magdalena (2014)	Influence of job satisfaction on organizational citizenship behavior among academics	Academics in higher education institutions	Not specified	<p>Significant positive relationship between job satisfaction and organizational citizenship behavior, highlighting the role of faculty satisfaction in promoting extra-role behaviors that benefit the organization.</p>
Shaw & Newton (2014)	Factors influencing retention in organizations, including job satisfaction among academics	Academics	Not specified	<p>Job satisfaction plays a crucial role in retaining talented faculty members within higher education institutions, emphasizing the importance of addressing factors that influence job satisfaction to reduce turnover rates and enhance institutional stability.</p>
Shin & Jung (2014)	Impact of compensation packages on job satisfaction among faculty members	Faculty members	Not specified	<p>Fair and competitive compensation packages positively influence job satisfaction levels among academics, emphasizing the need for institutions to review and adjust their compensation policies to attract and retain talented</p>

Author(s) & Year	Title	Population	Sample Size	Results
Ali et al. (2013)	Impact of supervisory support on academics' job satisfaction and retention	Academics in private universities in Bangladesh	Not specified	<p>faculty members.</p> <p>Supportive supervision positively influences job satisfaction levels and reduces turnover among faculty members, highlighting the critical role of leadership and mentorship in fostering job satisfaction and retaining talented academics in higher education institutions.</p> <p>Higher levels of job satisfaction among academics are associated with improved teaching quality and student outcomes, emphasizing the importance of investing in faculty satisfaction to enhance teaching effectiveness and overall educational quality.</p>
Dacre & Qualter (2013)	Pool Impact of job satisfaction on teaching enhancement	Academics	Not specified	<p>Factors contributing to job happiness, such as workload, salary, and work-life balance, have a direct impact on academics' motivation and overall effectiveness, underscoring the need for educational institutions to prioritize faculty satisfaction to achieve their mission and vision.</p>
Rehman et al. (2013)	Importance of academics' job satisfaction in influencing institutional performance	Academics	Not specified	<p>Job satisfaction plays a crucial role in determining faculty members' intentions to stay or leave their current positions, highlighting the importance of addressing factors that influence job satisfaction to reduce turnover rates and enhance institutional stability and effectiveness.</p>
Rahman & Chowdhury (2012)	Impact of job satisfaction on teachers' turnover intentions in Bangladeshi universities	Teachers in Bangladeshi universities	Not specified	<p>Positive correlation between all QWL dimensions and faculty job satisfaction observed,</p>
Tabassum, A. (2012)	Relationship between Quality of Work Life (QWL) dimensions and job satisfaction	Full-time faculty members in private	72	

Author(s) & Year	Title	Population	Sample Size	Results
		universities in Bangladesh		suggesting that improving QWL can enhance job satisfaction in private universities of Bangladesh, emphasizing the importance of prioritizing QWL initiatives to foster a more satisfying work environment for faculty members. Satisfied faculty members are more likely to engage in OCB, such as helping colleagues and participating in institutional activities, emphasizing the importance of addressing job satisfaction to promote positive OCB and enhance institutional effectiveness.
J. Mohammad et al. (2011)	Impact of job satisfaction on organizational citizenship behavior (OCB)	Academics	Not specified	While some aspects of organizational culture significantly influence job satisfaction, others may have minimal or no impact, underscoring the need for further investigation into the relationship between organizational culture, policy, and job satisfaction in academic settings. Satisfied faculty members are more likely to engage in OCB, such as volunteering for extra duties and helping colleagues, highlighting the positive impact of job satisfaction on organizational culture and effectiveness, ultimately contributing to institutional success.
Joarder & Sharif (2011)	Impact of organizational culture and policy on job satisfaction among academics	Academics	Not specified	Satisfied faculty members are more likely to engage in OCB, such as volunteering for extra duties and helping colleagues, highlighting the positive impact of job satisfaction on organizational culture and effectiveness, ultimately contributing to institutional success.
Salehi & Gholtash (2011)	Association between job satisfaction among academics and organizational citizenship behavior (OCB)	Academics	Not specified	Academics who are happy in their work are more likely to take on additional responsibilities and contribute positively
Suresh Maharishi (2011)	Factors contributing to faculty happiness and inspiration	Academics	Not specified	

Author(s) & Year	Title	Population	Sample Size	Results
Awang,Z and Ahmad J. H (2010)	Modelling Job Satisfaction And Work Commitment Among Lecturers: A Case Of UiTM Kelantan	Academics	Not specified	to the institution's success, emphasizing the importance of fostering a supportive and fulfilling work environment. The study found that social relationship with colleagues, management style, and job satisfaction significantly impact work commitment among UiTM Kelantan lecturers. Overall satisfaction with present conditions was noted, but issues with training and physical facilities were observed, suggesting the need for universities to prioritize motivation and support to enhance overall organizational excellence.
Ali, &Akhter, (2009)	T., Job satisfaction among I. faculty members in private universities in Bangladesh	Faculty members in private universities in Bangladesh	Not specified	Effective training and development programs positively impact job satisfaction levels, leading to increased motivation and performance among faculty members, underscoring the importance of investing in professional development initiatives. Higher levels of job satisfaction among academics lead to improved teaching quality and student outcomes, highlighting the importance of prioritizing faculty satisfaction to enhance the overall educational experience and institutional effectiveness.
Samuel &Chipunza (2009)	Role of training and development opportunities in enhancing job satisfaction	Academics	Not specified	Supportive supervision positively affects job satisfaction levels and reduces turnover among faculty members, highlighting the critical role of leadership and mentorship in fostering
Sharma &Jyoti (2009)	Impact of job satisfaction on teaching quality enhancement	Academics	Not specified	
T. &Akhter (2009)	Ali Influence of supervisory support on academics' job satisfaction and retention	Academics in private universities in Bangladesh	Not specified	

Author(s) & Year	Title	Population	Sample Size	Results
Bakker & Schaufeli (2008)	Factors contributing to job satisfaction among academics	Academics	Not specified	<p>job satisfaction and retaining talented academics.</p> <p>Workload, salary, work-life balance, and career growth opportunities significantly impact job satisfaction levels among faculty members, highlighting the importance of addressing these factors to improve overall institutional effectiveness.</p> <p>Higher levels of job satisfaction are positively associated with institutional growth and improved quality of education, emphasizing the importance of prioritizing faculty satisfaction to enhance institutional performance and sustainability.</p>
Tella et al. (2007)	Relationship between job satisfaction among academics and institutional growth and quality	Academics	Not specified	<p>Providing opportunities for professional development and career growth positively impacts job satisfaction levels among faculty members, highlighting the importance of investing in faculty development initiatives.</p>
Webb (2007)	Effectiveness of various strategies in enhancing job satisfaction among academics	Academics	Not specified	<p>Job stability marginally affects job satisfaction levels, with private-sector employees reporting lower satisfaction compared to their public-sector counterparts, emphasizing the importance of addressing employment uncertainties to improve satisfaction and retention rates.</p>
Chughtai & Zafar (2006)	Impact of employment uncertainty on job satisfaction among academics	Academics	Not specified	<p>Job satisfaction among faculty members positively influences organizational performance, leading to increased productivity and</p>
Houston et al. (2006)	Relationship between job satisfaction and organizational performance among academics	Academics	Not specified	

Author(s) & Year	Title	Population	Sample Size	Results
Tasnim (2006)	Link between job satisfaction among academics and graduate employability	Academics	Not specified	effectiveness, highlighting the importance of prioritizing faculty satisfaction to achieve organizational goals. Higher levels of job satisfaction among faculty members are associated with better preparation of graduates for the job market, emphasizing the role of job satisfaction in facilitating the development of employable skills among students.
Alam, SH., et al. (2005)	Job satisfaction among university teachers in Bangladesh	University teachers in Bangladesh	500	Female teachers tend to report higher job satisfaction compared to males, particularly in areas such as promotion and fringe benefits, emphasizing the importance of addressing gender-related disparities in job satisfaction and retention rates.
Denison et al. (2004)	Impact of organizational culture and policy on job satisfaction among academics	Academics	Not specified	Some aspects of organizational culture significantly influence job satisfaction, while others may have minimal or no impact, highlighting the need for further investigation into the relationship between organizational culture, policy, and job satisfaction.
Murphy et al. (2002)	Concept of organizational citizenship behavior (OCB) among academics	Academics	Not specified	Academics who exhibit OCB contribute positively to institutional effectiveness, emphasizing the importance of recognizing and fostering OCB among faculty members to enhance institutional performance.
Harman (2001)	Factors influencing job satisfaction among academics and its impact	Academics	Not specified	Addressing various factors such as workload and salary is crucial to

Author(s) & Year	Title	Population	Sample Size	Results
Ugboro&Oben g (2000)	Impact of top management commitment on academics' job satisfaction and organizational performance	Academics	Not specified	enhancing job satisfaction levels among faculty members, leading to improved organizational effectiveness, underscoring the importance of prioritizing faculty satisfaction in achieving institutional goals. Strong leadership and support from top management positively influence job satisfaction levels among faculty members, ultimately contributing to improved organizational performance, emphasizing the critical role of leadership in shaping organizational culture and fostering employee satisfaction.

III. FINDINGS AND RECOMMENDATIONS

In this review paper, the articles were selected from the year 2000 to 2024 and included here 54 articles. Based on these articles, the summary of the findings and recommendations are given below:

TABLE 2. Findings and Recommendations

Author & Year	Findings	Recommendation
Islam, N., & Afrin, S. 2024	Analysis of 377 faculty responses highlights key factors such as recognition, adequate job responsibilities, and improved administrative support and efficient supervision to enhance faculty confidence and satisfaction.	Addressing key factors like recognition, competitive payment, and adequate job with improved administrative support and efficient supervision, is essential for enhancing faculty confidence and satisfaction in private universities of Bangladesh for sustainable growth amidst high turnover rates.
Harrison et al., 2023	Higher levels of job satisfaction among academics are associated with increased institutional growth and improved quality of education.	Prioritizing faculty satisfaction is crucial to enhance institutional performance and achieve long-term sustainability.
Sultana, R., 2022	Job description perception, supervisor and colleague relationships, and career advancement significantly impact satisfaction, with lack of advancement opportunities identified as a key barrier.	Policymakers should address factors like job description perception, supervisor and colleague relationships, and career advancement to enhance organizational performance.

Author & Year	Findings	Recommendation
Bautista-Puig et al., 2021	Addressing multifaceted factors such as workload, salary, career growth opportunities, and organizational culture positively impacts job satisfaction levels among faculty members.	Creating a supportive work environment and implementing policies that prioritize faculty satisfaction are essential to enhance institutional effectiveness.
Dasgupta et al., 2021	Satisfied faculty members are more likely to engage in organizational citizenship behavior (OCB), such as helping colleagues and contributing to institutional goals.	Fostering job satisfaction is crucial to promote positive organizational citizenship behavior and enhance institutional effectiveness.
Janib et al., 2021	Factors such as compensation packages, supervisory support, and organizational culture significantly impact job satisfaction levels among faculty members.	Tailored interventions and policies should address compensation packages, supervisory support, and organizational culture to tackle the unique challenges faced by academics in South Asian higher education institutions.
Saha&Awal, 2021	Providing adequate work facilities and ensuring a smooth and cooperative relationship with coworkers positively impact job satisfaction levels among faculty members.	Creating a conducive work environment is essential to enhance job satisfaction and overall institutional performance.
Esen et al., 2020	Addressing regional disparities in academic research is vital to provide comprehensive insights into the factors influencing job satisfaction and institutional effectiveness.	Further research is needed in developing countries like Bangladesh to address regional disparities in academic research.
F. Chowdhury, 2020	Job satisfaction among academics positively impacts organizational culture and effectiveness.	Emphasizing job satisfaction is essential to foster a positive organizational culture and enhance institutional effectiveness.
Akter, T., et al., 2019	A positive but weak correlation between promotion and job satisfaction is observed among faculty members in private universities of Bangladesh.	Improving satisfaction levels among faculty is crucial to retain top talent for university advancement despite a weak correlation between promotion and job satisfaction.
Haque et al., 2019	Organizational commitment positively influences job satisfaction levels among faculty members, leading to increased motivation and engagement in their work.	Fostering a sense of commitment and belongingness among faculty members is vital to enhance job satisfaction and overall institutional performance.
Koh et al., 2019	Motivated faculty members tend to report higher levels of job satisfaction, leading to increased engagement and productivity.	Addressing motivational factors is essential to enhance job satisfaction and overall institutional effectiveness.
Kumar, K. S., et al., 2019	Service rules play a crucial role in fostering quality higher education in Bangladesh, impacting job satisfaction and performance.	Strategic considerations to enhance institutional performance and ensure quality education should be made in the absence of service rules in some universities.
Angervall, 2018	High job satisfaction leads to greater job involvement, organizational commitment, and improved mental and physical health	Prioritizing job satisfaction is crucial to mitigate turnover and negative organizational climates, ultimately

Author & Year	Findings	Recommendation
	among academics.	affecting institutional effectiveness.
Claudia, 2018	Job satisfaction positively influences organizational citizenship behavior (OCB) among faculty members, leading to increased collaboration and commitment to institutional goals.	Addressing faculty satisfaction is vital to foster a positive work culture and enhance institutional performance by promoting organizational citizenship behavior among faculty members.
Hughes et al., 2018	Fostering a creative work environment positively impacts job satisfaction levels among faculty members.	Promoting creativity and innovation in academic settings is crucial to enhance job satisfaction and overall institutional performance.
Lotfi et al., 2018	A strong sense of organizational commitment positively influences job satisfaction levels among faculty members.	Fostering organizational commitment is essential to enhance job satisfaction and promote employee retention in higher education institutions.
Razzak, B. M., et al., 2018	Supportive working environments positively correlate with job satisfaction and academic performance.	Providing supportive working environments is crucial for enhancing educational outcomes and global higher education practices.
Tudor, 2018	Higher levels of job satisfaction contribute to increased student retention, leading to improved institutional outcomes.	Addressing faculty satisfaction is crucial to enhance the overall student experience and institutional success.
Chinomona et al., 2017	Strong leadership and support from top management positively impact job satisfaction levels among faculty members, ultimately contributing to improved organizational performance.	Leadership plays a critical role in shaping organizational culture and fostering employee satisfaction, highlighting the importance of top management commitment in enhancing job satisfaction and organizational performance.
M. Z. Ali & Ahmad, 2017	Academic independence and acknowledgment positively influence job satisfaction among faculty members.	Emphasizing autonomy and recognition in academic settings is crucial to foster job satisfaction among academics.
Okechukwu, 2017	Effective training and development programs positively influence job satisfaction levels among academics, leading to increased motivation and performance.	Investing in professional development initiatives is essential to enhancing job satisfaction and overall institutional effectiveness.
Ashraf & Joarder, 2016	A favorable working atmosphere is the most significant determinant of job satisfaction among employees in the telecommunications industry in Bangladesh.	Creating a supportive work environment is essential to enhancing job satisfaction and reducing turnover rates in both the telecommunications industry and higher education institutions.
Doucet et al., 2015	Higher levels of job satisfaction among academics lead to greater effectiveness in teaching and research activities.	Fostering job satisfaction is essential to enhancing academic performance and overall institutional success.
Kulas et al., 2015	Happy professors are more likely to deliver engaging lectures and positively influence student learning outcomes.	Prioritizing faculty satisfaction is crucial for shaping the educational experience and improving institutional performance.
Masum, A. K. M., et al.,	Compensation, job security, and working conditions significantly impact job	University management should prioritize areas such as compensation,

Author & Year	Findings	Recommendation
2015	satisfaction among academics.	job security, and working conditions to enhance employee satisfaction and retention.
Magdalena, 2014	Job satisfaction has a significant positive relationship with organizational citizenship behavior (OCB) among academics.	Fostering a supportive work environment is crucial to encouraging positive organizational citizenship behavior among faculty members.
Shaw & Newton, 2014	Job satisfaction plays a crucial role in retaining talented faculty members within higher education institutions.	Addressing factors influencing job satisfaction is essential to reduce turnover rates and enhance institutional stability.
Shin & Jung, 2014	Fair and competitive compensation packages positively influence job satisfaction levels among academics; institutions need to review and adjust their compensation policies to attract and retain talented faculty members.	Reviewing and adjusting compensation policies are essential to attract and retain talented faculty members.
Ali et al., 2013	Supportive supervision positively influences job satisfaction levels and reduces turnover among faculty members, highlighting the critical role of leadership and mentorship in retaining talented academics.	Prioritizing leadership and mentorship is crucial in fostering job satisfaction and retaining talented academics in higher education institutions.
Dacre & Qualter, 2013	Higher levels of job satisfaction among academics are associated with improved teaching quality and student outcomes.	Investing in faculty satisfaction is crucial to enhance teaching effectiveness and overall educational quality.
Rehman et al., 2013	Job satisfaction, influenced by factors like workload, salary, and work-life balance, directly impacts academics' motivation and overall effectiveness, highlighting the need for educational institutions to prioritize faculty satisfaction.	Educational institutions should prioritize faculty satisfaction to achieve their mission and vision.
Rahman & Chowdhury, 2012	Job satisfaction significantly determines faculty members' intentions to stay or leave their current positions, underscoring the importance of addressing factors influencing job satisfaction to reduce turnover rates and enhance institutional stability and effectiveness.	Addressing factors influencing job satisfaction is crucial to reduce turnover rates and enhance institutional stability and effectiveness.
Tabassum, A., 2012	Improving Quality of Work Life (QWL) dimensions correlates positively with faculty job satisfaction, indicating the importance of prioritizing QWL initiatives to foster a satisfying work environment for faculty members.	Prioritizing QWL initiatives is essential to foster a satisfying work environment for faculty members.
J. Mohammad et al. (2011)	Satisfied faculty members are more likely to engage in organizational citizenship behavior (OCB), such as helping colleagues and participating in institutional activities, highlighting the importance of addressing job satisfaction among faculty members to promote positive organizational citizenship behavior (OCB) and enhance overall institutional effectiveness through	Emphasize the importance of fostering job satisfaction among faculty members to promote positive organizational citizenship behavior (OCB) and enhance overall institutional effectiveness through

Author & Year	Findings	Recommendation
Joarder & Sharif (2011)	<p>to promote positive OCB and enhance institutional effectiveness.</p> <p>While some aspects of organizational culture significantly influence job satisfaction, others may have minimal or no impact, underscoring the need for further investigation into the relationship between organizational culture, policy, and job satisfaction in academic settings.</p>	<p>recognition, support, and appreciation of faculty contributions.</p> <p>Conduct comprehensive studies to identify specific aspects of organizational culture that impact job satisfaction among academics and develop targeted strategies to enhance organizational culture and policies to improve overall job satisfaction levels.</p>
Salehi & Gholash (2011)	<p>Satisfied faculty members are more likely to engage in organizational citizenship behavior (OCB), such as volunteering for extra duties and helping colleagues, highlighting the positive impact of job satisfaction on organizational culture and effectiveness, ultimately contributing to institutional success.</p>	<p>Implement initiatives to improve job satisfaction among faculty members, such as recognition programs, professional development opportunities, and supportive work environments, to foster positive organizational citizenship behavior (OCB) and enhance institutional success.</p>
Suresh and Maharishi (2011)	<p>Academics who are happy in their work are more likely to take on additional responsibilities and contribute positively to the institution's success, emphasizing the importance of fostering a supportive and fulfilling work environment to enhance academic performance and institutional outcomes.</p>	<p>Invest in creating a positive work environment through supportive leadership, opportunities for professional growth, and acknowledgment of faculty contributions to foster happiness among academics, thereby enhancing institutional success and achieving organizational goals.</p>
Awang, Z. and Ahmad J. H (2010)	<p>Factors influencing job satisfaction include promotional opportunities, remuneration, working environment, workload, relationship with colleagues, and management style.</p>	<p>Improve promotional opportunities to provide career advancement paths. Ensure fair remuneration aligned with industry standards. Enhance the working environment to be conducive and supportive. Manage workload effectively to prevent burnout and stress. Foster positive relationships among colleagues. Implement supportive and effective management styles.</p>
Ali, T., & Akhter, I. (2009)	<p>Overall satisfaction with present conditions was noted, but issues with training and physical facilities were observed, suggesting the need for universities to prioritize motivation and support to enhance overall organizational excellence.</p>	<p>Prioritize investments in training programs, infrastructure development, and employee support initiatives to address identified issues and improve overall job satisfaction among faculty members, thereby enhancing the overall excellence of the organization.</p>
Samuel & Chipunza (2009)	<p>Effective training and development programs positively impact job satisfaction levels, leading to increased motivation and performance among faculty members, underscoring the importance of investing in professional development initiatives to enhance job satisfaction and overall institutional effectiveness.</p>	<p>Develop and implement comprehensive training and development programs tailored to the needs of faculty members, providing opportunities for skill enhancement and career advancement to improve job satisfaction and overall institutional effectiveness.</p>

Author & Year	Findings	Recommendation
Sharma & Jyoti (2009)	Higher levels of job satisfaction among academics lead to improved teaching quality and student outcomes, highlighting the importance of prioritizing faculty satisfaction to enhance the overall educational experience and institutional effectiveness.	Implement strategies to improve job satisfaction among faculty members, such as workload management, recognition of achievements, and opportunities for professional growth, to enhance teaching quality, student outcomes, and overall institutional effectiveness.
T. Ali & Akhter (2009)	Supportive supervision positively affects job satisfaction levels and reduces turnover among faculty members, highlighting the critical role of leadership and mentorship in fostering job satisfaction and retaining talented academics.	Provide leadership training for supervisors to enhance their supportiveness and effectiveness in managing faculty members, fostering a positive work environment, and reducing turnover rates, ultimately improving job satisfaction and retaining talented academics.
Bakker & Schaufeli (2008)	Workload, salary, work-life balance, and career growth opportunities significantly impact job satisfaction levels among faculty members, highlighting the importance of addressing these factors to improve overall institutional effectiveness.	Review and adjust workload distribution, salary structures, work-life balance policies, and career development programs to better align with faculty needs and expectations, thereby enhancing job satisfaction and overall institutional effectiveness.
Tella et al. (2007)	Higher levels of job satisfaction are positively associated with institutional growth and improved quality of education, emphasizing the importance of prioritizing faculty satisfaction to enhance institutional performance and sustainability.	Implement measures to enhance job satisfaction among faculty members, such as recognition programs, professional development opportunities, and supportive work environments, to promote institutional growth, improve educational quality, and ensure long-term sustainability.
Webb (2007)	Providing opportunities for professional development and career growth positively impacts job satisfaction levels among faculty members, highlighting the importance of investing in faculty development initiatives.	Allocate resources to develop and implement comprehensive professional development programs that cater to the diverse needs of faculty members, offering opportunities for skill enhancement, career advancement, and personal growth to enhance job satisfaction and institutional effectiveness.
Chughtai & Zafar (2006)	Job stability marginally affects job satisfaction levels, with private-sector employees reporting lower satisfaction compared to their public-sector counterparts, emphasizing the importance of addressing employment uncertainties to improve satisfaction and retention rates.	Implement strategies to enhance job satisfaction among faculty members, such as long-term contracts, tenure-track positions, and career progression pathways, to mitigate employment uncertainties and improve job satisfaction and retention rates.
Houston et al. (2006)	Job satisfaction among faculty members positively influences organizational performance, leading to increased productivity and effectiveness, highlighting the importance of prioritizing faculty satisfaction to achieve	Develop and implement initiatives to enhance job satisfaction among faculty members, such as recognition programs, workload management strategies, and leadership development initiatives, to improve organizational

Author & Year	Findings	Recommendation
	organizational goals.	performance, productivity, and effectiveness.
Tasnim (2006)	Higher levels of job satisfaction among faculty members are associated with better preparation of graduates for the job market, emphasizing the role of satisfaction in facilitating the development of employable skills among students.	Implement measures to enhance job satisfaction among faculty members, workload management strategies, and leadership development initiatives, to improve educational outcomes and enhance graduate employability.
Alam, SH., et al. (2005)	Female teachers tend to report higher job satisfaction compared to males, particularly in areas such as promotion and fringe benefits, emphasizing the importance of addressing gender-related disparities in job satisfaction and retention rates.	Address gender-related disparities in job satisfaction by implementing policies and practices that promote gender equity, such as equal opportunities for promotion, fair compensation structures, and supportive work environments, to improve overall job satisfaction and retention rates.
Denison et al. (2004)	Some aspects of organizational culture significantly influence job satisfaction, while others may have minimal or no impact, highlighting the need for further investigation into the relationship between organizational culture, policy, and job satisfaction in academic settings.	Conduct comprehensive assessments of organizational culture to identify key factors influencing job satisfaction among faculty members and develop targeted interventions to enhance organizational culture and policies, thereby improving overall job satisfaction levels.
Murphy et al. (2002)	Academics who exhibit organizational citizenship behavior (OCB) contribute positively to institutional effectiveness, emphasizing the importance of recognizing and fostering OCB among faculty members to enhance institutional performance.	Recognize and reward faculty members who demonstrate organizational citizenship behavior (OCB), such as mentoring colleagues, participating in institutional activities, and contributing to organizational goals, to promote a positive organizational culture and enhance institutional performance.
Harman (2001)	Factors such as workload, salary, and career growth opportunities significantly influence job satisfaction levels among academics, highlighting the positive correlation between job satisfaction and organizational effectiveness.	Implement strategies to address key factors influencing job satisfaction, such as workload management, salary adjustments, and career development programs, to improve overall job satisfaction levels and enhance organizational effectiveness and performance.
Ugboro&Obeng (2000)	Strong leadership and support from top management positively influence job satisfaction levels among faculty members, ultimately contributing to improved organizational performance, highlighting the critical role of leadership in shaping organizational culture and fostering employee satisfaction.	Provide leadership training for top management to enhance their ability to support and motivate faculty members, fostering a positive work environment and improving overall job satisfaction levels and organizational performance.

IV. LIMITATIONS OF THE REVIEW

The extensive literature review on job satisfaction among academics in higher education institutions, particularly focused on private sector, provides valuable insights into the factors influencing faculty members' satisfaction and its impact on organizational effectiveness. However, this review exhibits limitations that should be acknowledged. These limitations include a predominant focus on private universities, potential publication bias towards studies with significant findings, methodological variations across studies, sample biases, temporal dynamics, language bias towards English publications, overlapping content, and a lack of unified theoretical frameworks. Addressing these limitations will be crucial for future research endeavors to provide a more comprehensive understanding of job satisfaction among academics and its implications for organizational performance globally.

V. CONCLUSION

This review explores the impact of various factors on job satisfaction among academics and employees especially in private higher education institutions. Academics job satisfaction is influenced by recognition, competitive compensation, job responsibilities, career advancement opportunities, and Quality of Working Life (QWL) dimensions, including organizational policies and relationships. Prioritizing fairness, administrative support, and efficient supervision is crucial for creating a supportive work environment that fosters faculty growth and development. Private higher education institutions should invest in effective leadership and management practices to support academics, fostering a more satisfying work environment, enhancing organizational performance, promoting sustainable growth, and advancing higher education.

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