



Strategic Model for Improving Job Satisfaction of Faculty Members in Iranian Universities

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Abstract

Background and Objective: The job of faculty members is one of the most important factors in the industrial and social development of the country, so that the quality of the human resource and human capital depends on the quality of the faculty members of educational and university institutions. An important strategy for improving the development of society is to retain and maintain professors by improving their job satisfaction. The main objective of the research is to develop a strategic model for improving the job satisfaction of university faculty members using a qualitative meta-synthesis method.

Research Method: The research method is an inductive meta-synthesis qualitative method in the period from 1370 to 1403, which was conducted using a non-probability (intentional) sampling method from 87 scientific documents (extracted from the scientific databases of Normags, Mag Iran and Iran Doc). After screening and selection, 40 scientific documents were selected as the sample size and entered the analysis phase with Excell and Maxqda 2022 software.

Findings: The results show that social (social capital, social status, leadership style, organizational culture), cultural (educational suitability of scientific and educational facilities; educational justice; ethical-university norms; educational empowerment; lifestyle), psychological (individual; occupational; personality), economic (financial satisfaction; welfare support; macroeconomic stability), political (political governance of university management), contextual (contextual length of service) are the most important strategies for improving the job satisfaction of professors.

Keywords: Job Satisfaction, Faculty, Maslow's Hierarchy, Relative Deprivation, Job Status.



Introduction

The role of science in society is undoubtedly a serious and very important matter for improving the level of development of society, and educational and scientific research are very close to human development in terms of individual, social and cultural dimensions. Due to the high importance of job satisfaction in the academic structure, it is important to pay attention to it, and job satisfaction resulting from scientific work can help increase scientific motivation and double service to society and lead them to great achievements [94]. Creating job satisfaction for employees leads to the maintenance and retention of human resources (organizational commitment), reducing additional costs in finding and hiring new personnel, and doubles the process of dynamism of institutions and organizations. Significantly, monitoring the job satisfaction of professors is one of the most essential academic issues that leads to the continuation of the development and growth of the educational system, scientific and technological developments, and solving the problems of human societies around the world. Understanding and identifying the reasons for the success and failure of an academic institution in the future is significant and valuable for promoting job satisfaction and the academic level of the university, improving the efficiency and performance of the workforce in the organization. Successful organizations should be viewed by focusing on achieving job satisfaction of their workforce [53]. It is very important to pay attention to the job satisfaction of professors, who have important duties such as education, research, service, and guidance and counseling (the four responsibilities) [98]. The first studies that examined the job satisfaction of professors [75] placed the greatest emphasis on two components: job performance and organizational commitment [70]. Awareness of the context and conditions for ensuring job satisfaction of university professors can better assist public political decision-making and encourage community officials to formulate policies to maintain the health of scientists and establish new educational institutions [59], which in turn strengthens social and cultural development. Also, their industrial and research achievements can lead to improving the quality of industrial products and services and establishing new and strong industries [99]. The greater professional connection of university professors with the industrial system can lead to their job satisfaction due to high salaries, maintaining their social status and respect, and mutual institutional trust between structure and agency [83]. In job satisfaction, components such as satisfaction with the work environment, satisfaction with working hours, high wages, and vacations are important and vital, and in this case, for modern companies, the presence of employees with high job satisfaction is associated with lower turnover and stress rates [89]. According to empirical studies, job satisfaction has a negative and adverse effect on the desire to move and change jobs and organizations [97] and is especially important for the workforce and jobs that have just entered the workplace and contributes to their persistence and organizational commitment. Job satisfaction is one of the most important concepts in organizational studies that is studied from the perspective of educational, psychology, management, sociology, economics, and political science [64] and today it has become one of the main concerns of institutions and organizations, because it is related to the most important issue, work [61]. One of the main concerns for both employees and employers is how to provide job



satisfaction, since it affects the organizational behaviors of individuals; Studying employee satisfaction provides the information needed to improve their efficiency, profitability, and organizational loyalty[73] and reduces the level of work and human resource problems of an organization in the future[63]. In addition, the job of professor is one of the dream and desired jobs of many doctoral students, because such a job is traditionally professional; It is considered independent, effective and important at the top of the academic hierarchy [75]. However, in the past decades, issues such as globalization, individualism and neoliberalism have affected the academic work environment, and in the meantime, the educational departments of supplementary courses must overcome these fundamental challenges [58]. Providing and promoting job satisfaction is an appropriate mechanism to respond to these challenges and can prevent the migration of elites, brain drain and their burnout. The job satisfaction of university professors has a great impact on their ability to train talents and strive to provide educational incentives [65]. Having job commitment as a result of satisfaction leads to organizational outputs and employee job efficiency [86]. This is very necessary for faculty members because it increases their sense of security [53].

What is the most important economic strategy effective in promoting job satisfaction of Iranian academic faculty members?

-What is the most important social strategy effective in promoting job satisfaction of Iranian academic faculty members?

-What is the most important psychological strategy effective in promoting job satisfaction of Iranian academic faculty members?

-What is the most important political strategy effective in promoting job satisfaction of Iranian academic faculty members?

-What is the most important demographic strategy effective in promoting job satisfaction of Iranian academic faculty members?

Research Methodology

The research method is qualitative meta-synthesis, considering the nature of the research (systematic review). The research period was 1370 to 1403, and from the statistical population, 96 documents were extracted from the Normags, Iran Doc, Mag Iran, and Google Free Search sites, through a deliberate-non-probability method through screening and selection, of which 43 remained in the final analysis. The unit of analysis of articles, books, and reports was research, and the validity of the research was estimated to be above 0.56 using the experts' opinion with the Kappa test. Excel (frequency and frequency percentage) and Maxqda2022 software were used to analyze the texts for coding and drawing tree diagrams. The advantages of this software are ease of coding and moving concepts and codes, as well as designing a qualitative findings model (content analysis, document and text analysis, and interviews).



Research findings

The most important strategies and mechanisms for improving job satisfaction of university faculty members are presented based on a meta-synthesis of research, divided into social, cultural, economic, psychological, and political.

Discussion and Conclusion

The university is one of the most important and strategic cultural and educational institutions in the country. The condition for the transition of society from a developing to a developed and industrial type depends on the quality of the university. The structure and motivation of the university towards innovation, entrepreneurship, and reducing the country's dependence and increasing economic power depends on the job satisfaction of its professors. Professors' job satisfaction means interest, attitude, feeling, and positive desire to carry out educational and research activities and indicates the amount of positive feedback they receive from the results of their actions and behavior in the university and society. This also provides the basis for reducing the migration of scientific elites. Due to the importance of the above issue, this research has analyzed and examined the most important reasons and factors affecting the job satisfaction of faculty members of the country's universities using the qualitative meta-synthesis method. The results show that the most important factors are:

Cultural strategies

- Educational fit: meaning that reducing additional educational pressures and allocating course units related to their specialization and career interests can strengthen the grounds and foundations for faculty members' satisfaction with their academic careers.
- Scientific and educational facilities: The existence of educational, academic and scientific facilities, including access to scientific resources, the existence of study opportunities and scientific tours in universities and other scientific centers;
- Educational justice and equality: Justice is the main pillar of the continuity and dynamism of a social structure, and today all organizations need this important matter for academic competition and obtaining excellent scientific and educational rankings in the world.
- University-ethical norms: University ethics and norms refer to the values, standards, and ethical principles in the university system. The educational atmosphere governing the university should be a text on freedom, ethics, and work culture in order to ensure cultural health.
- Educational empowerment: Expertise, capability, skills, and knowledge lead to improving motivation and job satisfaction. This can lead to improving professors' motivation and job satisfaction by holding educational courses, workshops, in-service training courses, strengthening interdisciplinary meetings, and improving teaching, research, and education skills.
- Ethical lifestyle: An ethical lifestyle means providing and promoting healthy family, community, and academic recreational opportunities for professors.



Social Strategies

- Social Capital: Social capital means social connections, cohesion, participation, and belonging, which, through trust and social networks and the promotion of social cooperation in academic and research matters, creates group and team work and improves the quality of academic life.
- Social status and respect: Strengthening the components of social respect and status among university professors through promoting selflessness, kinship, participation in charitable and scientific associations, and maintaining the value and status of professors leads to greater satisfaction with their jobs and work environments.
- Leadership style: Leadership style refers to the university management towards its sub-unit, staff, and human resources, which leads to a state of job satisfaction by promoting and creating a type of behavior and belief from a vertical to a horizontal state.
- Democratic organizational culture: The organization, culture, and organizational atmosphere prevailing in the university refers to a free and democratic organizational culture that promotes job satisfaction by promoting rationality, freedom, creating belonging and organizational loyalty of students to the university, faculty, and field of study.

۳-۲- Economic strategies

- Financial satisfaction: Financial and income satisfaction means professors' peace and security of income and payment system.
- Welfare support: Support means support, defense, financial capital that the university and the organization create from their own resources through the provision of welfare-financial benefits.
- Macroeconomic stability: Macroeconomic stability means stability, order, balance, and stability in the economic process and issues that have a deep connection with the career survival of professors.

Psychological strategies

- Personality-identity: Personality-identity means creating satisfaction with promotion, physical and mental conditions, and also having a work conscience that occurs through maintaining self-esteem, job satisfaction, and the professor's sense of duty towards the organization and students in the university.
- Job satisfaction: Job satisfaction is clearly a reduction in the conflict and ambiguity of professors' jobs, which occurs through maintaining job security and eliminating stress, worry, job and organizational anxiety, thus strengthening the foundations of job satisfaction by strengthening job satisfaction, satisfaction with performance in the university and work satisfaction.
- Morale: Morale means peace, empathy and psychological capital that the professor has by strengthening extroversion, strengthening the presence of healthy professors in terms of personality and responding to psychological needs and reducing psychological pressures.



Political strategies

- Political governance: Political governance means the management and supervision of the university's institutions, which leads to motivation and job satisfaction by creating trust, cohesion and political participation. The political independence of the university and its emphasis on legality in matters of promotion, recruitment and attraction of human resources and resistance to political-partisan influence leads to the improvement of job satisfaction due to fairness and the absence of political pressure groups.
- Academic management: Academic management, in the sense of reducing academic conflicts, strengthening healthy competition, and attracting elites to the management system, leads to enhanced job satisfaction due to meritocracy and reducing academic conflict-causing trends.

Contextual strategies

- Contextual: Having an academic degree from reputable universities and improving its quality can lead to job satisfaction. Also, formal and non-contractual cooperation and place of service are effective in improving job satisfaction.
- Length and experience of service: Increasing work experience and service in the organization and improving their job positions increase job satisfaction.



