

Investigating the Factors Influencing Faculty Job Satisfaction in Pakistani Universities

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ABSTRACT

This study uses a mixed methods approach to investigate the factors that influence the job satisfaction of faculty members at Pakistani universities. A comprehensive survey of 200 faculty members from public and private universities identified key predictors of job satisfaction, including work environment, compensation, career development opportunities, institutional support, work-life balance, and academic freedom. Regression analysis highlighted the work environment as the most important factor, followed by compensation and career development. Qualitative interviews with 20 participants provided deeper insights into the importance of supportive working conditions, adequate resources, financial security, continuous learning and recognition. Combining quantitative and qualitative data confirmed the findings and highlighted the need for comprehensive strategies that address both tangible and intangible aspects of job

satisfaction. Recommendations to increase faculty satisfaction and institutional performance include creating a supportive work environment, ensuring competitive salaries, encouraging professional development, maintaining a work - life balance, recognizing faculty contributions, and preserving academic freedom.

Keywords: Factors, influence, job satisfaction, faculty members, Pakistani universities.

INTRODUCTION

Ensuring faculty job satisfaction is crucial for maintaining the quality of higher education, particularly in emerging nations such as Pakistan. The pleasure of faculty members in their jobs is not only important for their personal welfare but also has a substantial influence on the educational atmosphere, student achievement, and overall success of the institution. Gaining insight into the determinants of job satisfaction can aid in developing strategies that provide a nurturing and efficient academic atmosphere. Job satisfaction among faculty members in Pakistani universities has gained significant attention due to its crucial impact on academic achievement and institutional development. The presence of faculty members is necessary for the smooth functioning of universities, as they play a crucial role in both academic and administrative aspects. The level of satisfaction experienced by faculty members has a direct impact on their productivity and dedication to their responsibilities (Saeed et al., 2020). In Pakistan, the higher education industry has experienced substantial changes in recent decades, characterized by a growing number of universities and a wide array of academic programs. The expansion has presented both benefits and problems that impact academic job satisfaction. The quality of the work environment is a key determinant of job satisfaction among faculty members. This encompasses the tangible structures, accessibility of assets, and the overarching corporate ethos. An inclusive and encouraging work environment that facilitates the development of skills, offers sufficient resources, and cultivates a sense of camaraderie is crucial for attaining job contentment (Khan et al., 2021). Faculty members in Pakistani universities often experience varying degrees of job satisfaction due to the unequal distribution of resources and facilities between public and private institutions.

Another crucial aspect is the character of the academic workload and the equilibrium between teaching, research, and administrative duties. Faculty members in Pakistani universities frequently encounter substantial teaching burdens, which can impede their capacity to participate in research and professional growth endeavors. The combination of the demand to publish research in prestigious journals and the burden of significant teaching duties can result in discontentment with one's job (Ali & Ahmed, 2022). Furthermore, the absence of administrative assistance and the bureaucratic obstacles in academic procedures intensify this problem. Compensation and benefits are essential factors in determining job happiness. Job happiness is significantly influenced by competitive salary, health benefits, retirement plans, and other financial incentives. There is a clear discrepancy in the remuneration packages offered by public and private sector universities in Pakistan, as well as across other locations. This disparity might result in discontentment among faculty members, especially those who perceive themselves as being remunerated inadequately in comparison to their peers at different universities (Hussain et al., 2023). Faculty work happiness is significantly influenced by job security. The high incidence of contractual and temporary work at Pakistani universities has raised significant concerns. Permanent employment provides individuals with job security and a feeling of stability, both of which are crucial for achieving long-term job happiness. Nevertheless, a significant number of faculty members are engaged in temporary employment agreements, resulting in both job instability and psychological strain (Ahmed et al., 2020). The absence of job security might have an impact on their dedication to the organization and their general level of job contentment.

Professional development programs are crucial for ensuring faculty members retain high levels of work satisfaction. Faculty can expand their abilities and stay updated with the newest breakthroughs in their professions by participating in workshops, training programs, and conferences as part of their continuous professional development. The presence and reach of professional development programs in Pakistani institutions are frequently constrained, leading to potential adverse effects on job satisfaction (Farooq et al., 2021). Faculty members lacking opportunities for professional development may experience career stagnation, resulting in discontent. Job happiness is highly influenced by interpersonal relationships and the organizational culture present in universities. Strong interpersonal connections with coworkers,

encouraging management, and a collaborative work atmosphere are factors that enhance overall job contentment (Rashid & Rasheed, 2022). On the other hand, a work atmosphere that is poisonous, characterized by conflicts, a lack of teamwork, and unsupportive leadership, can result in discontent. In the Pakistani setting, the hierarchical structure and power dynamics inside universities frequently impact individual interactions and the broader organizational culture. Acknowledging and valuing the contributions made by faculty members is crucial for fostering job satisfaction. Faculty members who perceive that their hard work and successes are appreciated and acknowledged are more inclined to experience job satisfaction. Faculty personnel in numerous Pakistani universities may experience feelings of undervaluation due to the absence of official acknowledgment and appreciation systems (Javed et al., 2021). Introducing procedures that recognize and incentivize faculty accomplishments might boost job contentment and drive.

Job happiness is significantly influenced by work-life balance. Faculty members frequently encounter difficulties in managing their professional obligations alongside their personal lives, resulting in stress and exhaustion. Pakistani universities are characterized by the rigorous demands of academic responsibilities, such as teaching, research, and administrative tasks, which often result in limited opportunities for personal and familial pursuits (Aslam & Shafique, 2023). Organizations that offer adaptable working conditions and assistance in maintaining a harmonious work-life equilibrium can greatly enhance job contentment. Job satisfaction is significantly influenced by institutional support and governance. Transparent and participatory governance frameworks, which actively include faculty in decision-making processes, cultivate a sense of ownership and belonging. On the other hand, a system of governance that is centralized and lacks transparency might result in feelings of dissatisfaction and disinterest (Nawaz et al., 2022). The extent of faculty participation in institutional governance in Pakistani institutions varies, which in turn impacts their degree of job satisfaction. The socio-political context in which universities function might impact the level of job satisfaction among faculty members. Interference of a political kind, biased treatment, and the practice of favoring family members in the process of appointing and promoting faculty members can result in discontentment and a decrease in motivation. It is essential to prioritize merit-based policies and practices in faculty management to promote a just and fulfilling work environment. Addressing these socio-political

concerns in Pakistan is crucial for enhancing job satisfaction among faculty members. Faculty job satisfaction in Pakistani universities is influenced by various factors, such as the work environment, workload, compensation, job security, professional development opportunities, interpersonal relationships, recognition, work-life balance, institutional support, and the socio-political context. Gaining insight into these elements and effectively tackling the difficulties they pose is crucial for improving job contentment and, subsequently, the overall standard of higher education in Pakistan. To enhance the work environment for faculty members and foster a stronger academic community, legislators and university administrators should prioritize these areas (Khan & Zahid, 2020).

Research Objectives

1. To identify the key factors influencing job satisfaction among faculty members in Pakistani universities.
2. To examine the relationship between work environment, compensation, professional development, and job satisfaction.
3. To explore the role of institutional support, work-life balance, and academic freedom in determining job satisfaction.

Research Questions

1. What are the primary factors influencing job satisfaction among faculty members in Pakistani universities?
2. How do work environment, compensation, and professional development opportunities impact job satisfaction?
3. What is the role of institutional support, work-life balance, and academic freedom in faculty job satisfaction?

Significance of the Study

This study is important as it addresses the multiple factors contributing to job satisfaction among faculty members in Pakistani universities, which is a critical component of educational

excellence and faculty retention. By applying a mixed methods approach, the research provides a comprehensive understanding of both quantitative data and in -depth personal experiences. The results provide valuable insights for university administrators and decision makers to develop targeted strategies that improve faculty well - being, productivity and retention. Increasing job satisfaction can lead to more motivated and engaged faculty, which in turn improves the quality of education and research outcomes. Furthermore, the suggestions of the study could be utilized to develop conducive work settings, equitable salary packages, and chances for career development, thereby enhancing the progress of higher education in Pakistan as a whole.

LITERATURE REVIEW

The factors influencing faculty job satisfaction in Pakistani universities have been widely studied, revealing various dimensions that contribute to overall job satisfaction. One significant factor is the institutional climate and culture. A positive and supportive organizational culture can significantly enhance job satisfaction among faculty members. Studies have shown that a collegial atmosphere, where faculty members feel respected and valued, leads to higher levels of job satisfaction (Malik et al., 2021). Conversely, a toxic work environment characterized by conflicts and lack of support can severely diminish job satisfaction. Another crucial element is the leadership style of university administrators. Effective and transformational leadership has been linked to increased job satisfaction among faculty. Leaders who are approachable, supportive, and transparent in their decision-making processes tend to foster a more positive work environment (Zafar et al., 2021). In contrast, autocratic leadership styles, where decisions are made unilaterally without faculty input, can lead to dissatisfaction and a sense of disenfranchisement among staff. Workload and job demands are also significant determinants of job satisfaction. Faculty members often juggle multiple roles, including teaching, research, and administrative duties. The balance, or lack thereof, between these responsibilities can greatly influence job satisfaction. Excessive teaching loads and administrative burdens can impede research productivity and professional growth, leading to dissatisfaction (Khan & Jabeen, 2020). Therefore, equitable distribution of workload and supportive policies that allow faculty to balance their responsibilities are essential.

Compensation and financial rewards are fundamental factors influencing job satisfaction. Competitive salaries, benefits, and opportunities for financial advancement are critical to attracting and retaining talented faculty members. In Pakistan, disparities in pay scales between public and private universities, as well as among different regions, can lead to dissatisfaction, particularly when faculty perceive their compensation as inadequate compared to their peers (Rehman et al., 2020). Ensuring fair and competitive compensation packages is thus essential for job satisfaction. Job security is another critical aspect that affects job satisfaction. Faculty members with permanent positions or long-term contracts tend to report higher job satisfaction compared to those with temporary or contractual positions. Job security provides stability and reduces anxiety, allowing faculty to focus on their academic responsibilities without the constant fear of job loss (Shah et al., 2021). Policies that promote job security and career stability are thus crucial for enhancing job satisfaction.

Professional development opportunities play a significant role in faculty job satisfaction. Continuous professional development through workshops, conferences, and advanced training enables faculty to enhance their skills and stay updated with the latest academic trends. Limited access to such opportunities can lead to stagnation and dissatisfaction among faculty members (Bashir et al., 2021). Universities that invest in the professional growth of their faculty members tend to have higher levels of job satisfaction. Interpersonal relationships within the workplace are another important factor. Positive relationships with colleagues and supportive networks can enhance job satisfaction by creating a sense of community and belonging. Conversely, conflicts and poor relationships can lead to stress and dissatisfaction (Ahmed & Khan, 2020). Building a collaborative and supportive work environment is therefore essential for fostering job satisfaction.

Recognition and rewards are also critical in influencing job satisfaction. Faculty members who feel that their contributions are recognized and appreciated by their institutions are more likely to be satisfied with their jobs. Recognition can come in various forms, including awards, promotions, and public acknowledgment of achievements (Javed & Iqbal, 2021). Institutions that implement robust recognition and reward systems tend to have more satisfied faculty members. Work-life balance is increasingly recognized as a significant factor in job satisfaction. The ability

to balance professional responsibilities with personal life is crucial for overall well-being. In Pakistani universities, the demanding nature of academic work often leads to challenges in maintaining a healthy work-life balance (Fatima & Khurram, 2022). Institutions that provide flexible working conditions and support for personal life commitments can significantly improve job satisfaction. The quality of physical infrastructure and resources available to faculty also impacts job satisfaction. Adequate facilities, access to research resources, and a conducive work environment are essential for faculty to perform their duties effectively. Inadequate infrastructure and lack of necessary resources can lead to frustration and dissatisfaction (Hassan & Nadeem, 2021). Investing in infrastructure and resources is thus vital for enhancing job satisfaction.

Institutional support and governance are crucial elements influencing job satisfaction. Transparent governance structures that involve faculty in decision-making processes foster a sense of ownership and participation. Conversely, centralized and opaque governance can lead to dissatisfaction and disengagement (Malik & Nawaz, 2022). Promoting inclusive and participatory governance practices is essential for job satisfaction. The role of socio-political factors in influencing job satisfaction cannot be overlooked. Political interference, favoritism, and nepotism in faculty appointments and promotions can lead to dissatisfaction and demotivation. Ensuring merit-based policies and practices in faculty management is crucial for fostering a fair and satisfying work environment (Iqbal et al., 2020). Addressing these socio-political challenges is essential for improving job satisfaction among faculty members. Technological advancements and the integration of technology in teaching and research have also influenced job satisfaction. Faculty members who are adept at using technology and have access to modern technological tools tend to report higher job satisfaction. However, the lack of training and support for using new technologies can lead to dissatisfaction (Rehman & Ali, 2022). Providing adequate technological resources and training is thus important for enhancing job satisfaction.

The impact of academic freedom on job satisfaction is significant. Faculty members who feel free to explore and express their ideas without undue restrictions tend to be more satisfied with their jobs. Academic freedom fosters creativity and innovation, which are essential for academic growth and job satisfaction (Khan et al., 2022). Ensuring an environment that promotes academic

freedom is crucial for faculty satisfaction. Lastly, the external environment, including societal and economic conditions, also plays a role in influencing job satisfaction. Economic stability, societal respect for the teaching profession, and community support can enhance job satisfaction. Conversely, economic challenges and societal undervaluation of the teaching profession can lead to dissatisfaction (Saleem & Amin, 2021). Addressing these external factors is important for creating a supportive environment for faculty members.

RESEARCH METHODOLOGY

To investigate the factors influencing job satisfaction of faculty members in Pakistani universities, a mixed methods approach was used, combining quantitative and qualitative data collection approaches. Initially, a comprehensive survey was designed and administered to a representative sample of 200 faculty members from public and private universities in Pakistan to measure job satisfaction and identify key influencing factors such as work environment, compensation, professional development opportunities and institutional support. The survey included Likert scale items and open-ended questions to collect both quantifiable data and subjective observations. Following the survey, 20 selected respondents participated in in-depth semi-structured interviews to explore complex perspectives and experiences that were not fully captured by quantitative methods. Statistical methods such as regression analysis and factor analysis were used to analyze the survey data and identify significant predictors of job satisfaction. The results of both data sets were triangulated to gain a comprehensive understanding of the multifaceted factors affecting faculty member satisfaction in Pakistani universities. Thematic analysis was used to examine the qualitative interview data, uncovering hidden themes and patterns.

DATA ANALYSIS

Using both quantitative and qualitative methodologies, this chapter provides a detailed analysis of the data gathered from the survey and in-depth interviews. Thematic analysis is used to examine the qualitative data from the interviews, while statistical methods like regression

analysis and factor analysis are used to analyze the quantitative data from the survey. After that, the results of the two approaches are combined to offer a full knowledge of the variables affecting professor job satisfaction in Pakistani universities.

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Quantitative Data Analysis

Descriptive Statistics

Descriptive data give a general picture of the respondents' age, gender, and years of experience, academic standing, and kind of university (private or public). The summary statistics for various demographic factors are shown in this section.

Demographic Characteristics of Survey Respondents

Variable	Category	Frequency	Percentage%
Age	< 30 years	50	25.0
	30 to 30 years	80	40.0
	40-49 years	40	20.0
	50+ years	30	15.0
Gender	Male	140	70.0
	Female	60	30.0
Academic rank	lecturer	60	30.0
	Assistant professor	70	35.0
	Associate Professor	40	20.0
	Professor	30	15.0
Years of experience	< 5 years	60	30.0
	5-10 years	80	40.0

	10-15 years	40	20.0
	+15 years	20	10.0
Type of University	Public	120	60.0
	Private	80	40.0

Description:

The bulk of responders (40%) are between the ages of 30 and 39; they are primarily men (70%), and 35 percent of them are assistant professors. The majority work in public universities (60%) and have an experience of five to ten years (40%).

Factor Analysis

To determine the fundamental components influencing job satisfaction, factor analysis is utilized. A variety of items measuring many aspects of job satisfaction, including the work environment, pay, possibilities for professional growth, and institutional support, were included in the survey.

Results of Factor Analysis

Factor	Eigenvalue	Variance Explained (%)	Cumulative Variance (%)
Work environment	4.2	21.0	21.0
Compensation	3.5	17.5	38.5
Professional development	2.8	14.0	52.5
Institutional support	2.3	11.5	64.0
Work life balance	1.9	9.5	73.5
Academic freedom	1.7	8.5	82.0

Description:

An analysis revealed six characteristics that accounted for 82% of the variation in job satisfaction. The most important aspect was found to be the work atmosphere, which was

followed by pay, chances for professional growth, institutional support, work-life balance, and academic freedom.

Regression Analysis

To find out how much these characteristics predict overall work satisfaction, regression analysis is used. The six elements found by factor analysis are the independent variables, and overall job satisfaction is the dependent variable.

Results of Regression Analysis

Independent Variable	Coefficient	Standard Error	t-Statistic	p-Value
Work Environment	0.35	0.07	5.00	< 0.001
Compensation	0.28	0.08	3.50	< 0.001
Professional Development	0.25	0.06	4.17	< 0.001
Institutional Support	0.22	0.07	3.14	0.002
Work-Life Balance	0.18	0.06	3.00	0.003
Academic Freedom	0.15	0.05	3.00	0.003
constant	1.20	0.20	6.00	<0.001

Description

All six characteristics strongly predict overall job satisfaction, according to the regression analysis ($p < 0.05$). The greatest predictor of job satisfaction is the work environment, as indicated by its highest coefficient of 0.35. The next best predictors are salary (0.28) and possibilities for professional growth (0.25).

Qualitative Data Analysis

Thematic analysis is used to find recurrent themes and patterns in the qualitative data from the in-depth interviews. The primary themes that came out of the interviews are presented in this section along with participant statements that serve as examples.

Work Environment

Numerous participants emphasized the need of a collaborative and encouraging work atmosphere. Collegiality, administrative assistance, and resource availability were among the issues that were brought up often.

Theme 1: Supportive Work Environment:

Quote 1:

"I feel valued and supported by my colleagues and the administration, which makes a big difference in my job satisfaction."

This statement reflects the positive effect of a supportive work environment on job satisfaction. It emphasizes the importance of feeling valued and receiving support from colleagues and management, which increases overall job satisfaction and well - being.

Theme 2: Resource Availability

Quote 2:

"Having access to the necessary resources and facilities is crucial for my teaching and research activities."

This statement underlines the need for adequate resources and facilities for effective teaching and research. The availability of these resources is essential for the faculty to efficiently perform its tasks and achieve its professional goals.

Compensation

One important subject that surfaced was compensation, with many participants voicing worries about benefits and pay scales. Long-term job satisfaction and faculty retention were considered to be contingent upon providing adequate and competitive salary.

Theme 3: Competitive Salary

Quote 3:

"Competitive salary and benefits are essential for retaining faculty members and ensuring their satisfaction."

This statement underscores the importance of competitive salary rates and benefits in retaining faculty members. It turns out that financial compensation plays a crucial role in job satisfaction and in faculty decisions to stay at an institution.

Theme 4: Financial Security

Quote 4:

"My job satisfaction is significantly influenced by my financial security. I can concentrate on my profession without having to worry about money thanks to adequate compensation."

This statement emphasizes the connection between financial security and job satisfaction. Adequate compensation allows faculty members to focus on their professional responsibilities without worrying about financial concerns, which in turn increases their overall job satisfaction.

Professional Development Opportunities

Opportunities for career advancement and professional development were shown to be crucial elements affecting job satisfaction. Academic staff underscored the significance of ongoing education and chances for job progression within the establishment.

Theme 5: Career Advancement

Quote 5:

"Opportunities for career advancement and professional development are very important for my job satisfaction."

This quote emphasizes the importance of career advancement and professional development for job satisfaction. Faculty members value the opportunity to develop and advance professionally as this contributes to their long-term retention and satisfaction with their work.

Theme 6: Continuous Learning

Quote 6

"I appreciate the opportunities for continuous learning and professional development provided by the university."

This sentence emphasizes the appreciation for the continuous learning opportunities offered by the institution. Ongoing training and professional development are considered crucial to staying up to date in their field and increasing job satisfaction.

Institutional Support

Another important topic was institutional support, which included acknowledgment and assistance from the administration. As essential components of job satisfaction, faculty members regarded administrative policies that were supportive and acknowledged their contributions.

Theme 7: Administrative Support

Quote 7:

"Having supportive administration that recognizes and appreciates our efforts is vital for job satisfaction."

This quote emphasizes the importance of a supportive administration that recognizes and values faculty efforts. Providing administrative support and recognition is critical to creating a positive work environment and increasing job satisfaction.

Theme 8: Recognition

Quote 8:

"Getting credit for my efforts and accomplishments makes me feel much more satisfied at work."

This sentence emphasizes the importance of recognition for job satisfaction. Recognition of their efforts and achievements increases faculty morale and satisfaction and strengthens their commitment to their work.

Work-Life Balance

Sustaining a positive work-life balance has been identified as a critical element affecting job satisfaction. Teachers emphasized the importance of flexible work schedules and time off for personal and family needs.

Theme 9: Flexible Work Arrangements

Quote 9:

"A good work-life balance and adaptable work schedules are essential to my job happiness."

This quote emphasizes the importance of flexible working arrangements for a good work-life balance. Flexibility in scheduling enables teaching staff to effectively manage their professional and personal commitments, contributing to their overall job satisfaction.

Theme 10: Personal Well-being

Quote 10:

"Ensuring personal well-being and having time for family and personal interests are important for job satisfaction."

This quote emphasizes the importance of personal well-being and the opportunity to pursue personal interests and spend time with family. Finding a work -life balance is crucial to maintaining high levels of job satisfaction and overall well - being.

Academic Freedom

The participants also underlined the importance of academic freedom, which includes the flexibility to teach subjects of choice and pursue research interests. Teachers appreciated having unrestricted freedom to pursue their academic interests.

Theme 11: Research Freedom

Quote 11:

"Having the freedom to pursue my research interests without restrictions is crucial for my job satisfaction."

This quote highlights the importance of being able to conduct research without restrictions. It is important for faculty satisfaction and intellectual fulfillment that academic freedom to explore diverse research interests exists.

Theme 12: Teaching Autonomy

Quote 12:

"Being able to teach subjects of my choice and design my courses independently enhances my job satisfaction."

This sentence emphasizes the importance of promoting autonomy for job satisfaction. By being able to select subjects and design courses independently, lecturers can align their teaching with their interests and expertise, which increases their satisfaction.

Triangulation of Findings

To give a thorough picture of the factors impacting faculty job satisfaction in Pakistani universities, the results of the quantitative and qualitative studies are triangulated. The insights gleaned from each data set are strengthened and validated by this triangulation.

Consistency between Quantitative and Qualitative Findings

Six major characteristics were shown to be associated with higher job satisfaction in the quantitative analysis: work-life balance, remuneration, professional growth, institutional support,

and academic freedom. There was a high level of agreement between the two data sets as these elements were also recurring themes in the qualitative analysis.

Integration of Quantitative and Qualitative Insights

By integrating the quantitative and qualitative insights, a more nuanced understanding of each factor is achieved. For instance, the quantitative analysis revealed that the work environment is the strongest predictor of job satisfaction, while the qualitative analysis provided detailed insights into specific aspects of the work environment that are important to faculty members, such as collegiality and resource availability.

CONCLUSION

In conclusion, this mixed methods study comprehensively investigated the factors influencing job satisfaction among faculty members in Pakistani universities, uncovering important insights through quantitative and qualitative analyses. The quantitative survey, conducted among 200 faculty members from public and private universities, highlighted important factors such as work environment, compensation, career development opportunities, institutional support, work-life balance, and academic freedom as significant predictors of job satisfaction. The regression analysis confirmed that the work environment is the most influential factor, followed by compensation and career development. The qualitative interviews with 20 selected respondents further expanded on these findings, uncovering nuanced themes such as the importance of a supportive work atmosphere, adequate resources, financial security, continuous learning, and recognition. Triangulation of these data sets confirmed the consistency and reliability of the findings and enabled a thorough understanding of the multifaceted elements that influence faculty member satisfaction. This study emphasizes that increasing job satisfaction requires considering both tangible factors such as salary and resources and intangible aspects such as support and recognition. By integrating findings from quantitative and qualitative perspectives, the research provides a holistic view of the landscape of job satisfaction in Pakistani universities and highlights the need for comprehensive strategies to promote a positive and fulfilling work environment for faculty members.

RECOMMENDATIONS

According to the findings of the study, several recommendations are suggested to increase faculty member satisfaction in Pakistani universities. First, institutions should prioritize creating a supportive work environment by promoting collegiality and providing administrative support. Ensuring adequate compensation and competitive salary packages is critical to the financial security and retention of faculty members. Implementing these recommendations can create a more motivated, satisfied, and productive faculty, ultimately improving the quality of education and research in Pakistani universities. There should be an expansion of professional development opportunities that allow for continuous learning and clear career development paths. Universities should also emphasize the importance of work-life balance by introducing flexible working arrangements and policies to support personal wellbeing. Through formal recognition programs, faculty contributions can be recognized and valued, which can significantly increase morale and job satisfaction. Furthermore, it is important to maintain academic freedom, enabling professors to follow their research passions and create courses independently.

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