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“Study of Principals and Vice Principals in the Context of Job Satisfaction Level at Public Sector Colleges of Lahore”

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ABSTRACT

The general purpose of the study is to explore job satisfaction level of principals and vice principals at public sector colleges of Lahore. The nature of the study is descriptive in nature. Cross-sectional survey research design is applied for this study. Sample of the study includes 40 principals of public sector colleges of Lahore. To measure the job satisfaction level among college principals a questionnaire is used to collect the mandatory information. The questionnaire is comprised of the items related to the job satisfaction level of principals of public sector colleges of Lahore. The data produced by the instrument is tabulated and analyzed through the Statistical Package of Social Sciences (SPSS). According to the research questions, descriptive statistical techniques are applied and simple frequencies are calculated. The results of this study are showed that most of the principals and vice principals of public sector colleges are satisfied with their nature of job.

Introduction

Job satisfaction has been the subject of numerous investigations for more than forty years (Van Saane, Sluiter, Verbeek and Frings-Dresen, 2003). Early studies on work environment and the viability of management as they identify with job satisfaction inclined to focus more on corporate and government associations than institutions of higher education (Volkwein and Parmley, 2000).

Defining Job Satisfaction

There are a plenty of exploration definitions utilized by analysts to characterize job satisfaction. Vroom (1964) characterized job satisfaction as the idealistic direction of an individual towards their present work job. In 1976, Locke's meaning of job satisfaction had a significant influence in molding the research encompassing this point (Brief and Weiss, 2002). Locke (1976) characterized job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience" (p. 1300).

A few specialists that followed Locke viewed that job satisfaction depends on one's evaluation of their job encounters. For instance, Kalleberg (1977) characterized job satisfaction as a generally enthusiastic direction of people toward the work roles that they are as of now involving. Balzer et al. (2000) characterized job satisfaction as "the feelings a worker has about his or her job or job experiences in relation to previous experiences, current expectations, or available alternatives" (p. 7).

Determinants of Job Satisfaction

A few investigations have tended to the variables that impact job satisfaction and dissatisfaction (Thomas, 1987; Fraser and Hodge, 2000; Volkwein and Parmley, 2000;

Volkwein and Zhou, 2003; Smerek and Peterson, 2007). A few researchers accept explicit factors like advancement, and incidental advantages impact on job satisfaction. While others accept that inborn and extraneous factors, for example, job security, work conditions, accomplishment and acknowledgment impact job satisfaction and dissatisfaction (Thomas, 1987). For instance, Talbert-Hersi (1994) characterized general job satisfaction as extrinsic and internist elements adding to feelings of fulfillment of satisfaction and happiness felt by people as they identify with their occupation and the assignments related with them. These inborn and outward factors that add to general job satisfaction, as portrayed by Talbert-Hersi (1994), are pay, the actual work, incidental advantages, working conditions, accomplishment, acknowledgment, obligation, management, and institutional approaches and practices.

There have been various studies that focused on the relationship of job satisfaction to the working environment and construction of the association (as cited in Kline and Boyd, 1991). For instance, Campbell, Fowles and Weber (2004) studied 192 to 200 nurses to find out the connection between organization structure and job satisfaction. The findings of the "study suggested that work environments in which supervisors and subordinates consult together concerning job tasks and decisions, and in which individuals are involved with peers in decision making and task definition, are positively rated to job satisfaction" (p. 570). Doorman and Lawler (1965) argued that factors related with organization structure have a role in deciding job satisfaction.

Sellgren, Ekvall and Tomson (2008) accepted that hierarchical environment is fundamental for the feeling of job

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satisfaction. They clarified that when an effective work environment is available then subordinates will feel job satisfaction and stay in their jobs. Thomas (1987) viewed that various elements both in a person's job and in the circumstance wherein the individual works impact job satisfaction and dissatisfaction. Moreover, Volkwein and Zhou (2003) contended that a variety of office and work environment attributes that affect the work environment. Thusly, the significance of the structure of an organization and work environment has been underscored by organizational scholars (Volkwein and Zhou, 2003). For this investigation, subsequently, job satisfaction was characterized utilizing the components of work environment (associations with colleagues and monitoring and supervision), and job structure (work on present job, job obligations, pay, and opportunity for advancement).

Research Objectives

The study objectives were to:

1. Explore job satisfaction level of principals and vice principals of Lahore colleges.
2. Identify factors related to job satisfaction in term of college prestige and working conditions.
3. Examine pay and incentives and working environment of principals and vice principals.

Research Objectives

- 1.1 What is the job satisfaction level of principals and vice principals of Lahore colleges?
- 2.1 What are factors related to job satisfaction in term of college prestige and working conditions?

- 3.1 What is the pay and incentives and working environment of principals and vice principals?

Significance of the Study

The study is helpful for male and female principals working in different public and private sector colleges in Lahore. It may also helpful for male and female principals for promotion of quality education by developing positive image of college recognition and repute. The study is significant to minimize the gap that exists in practices of college principals' duties and responsibilities. The study is important for the department of higher education, Punjab and its administrative staff as it will provide knowledge about principals' job satisfaction level and their working environment.

Delimitations of the Study

Due to the limited financial resources and time requirement, the study was delimited to administrators (principals and vice principals) of government colleges situated in district Lahore.

Research Methodology

The nature of the study was descriptive in nature. Cross-sectional survey research design was applied fir this study. The population of the current study was principals and vice principals of public sector colleges (males and females) located in district Lahore. A sample 40 principals and vice principals was selected by using random sampling technique. For this study a self-developed questionnaire was used by to collect the required data. Likert type scale with five options on every item (strongly disagree, disagree, undecided, agree, strongly agree) was used to get information from the respondents. For the purpose of the data collection, the researchers visited

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government colleges to collect data by themselves. The questionnaires were distributed to principals and vice principals of public sector colleges (males and females). Clear instructions were given to the respondents to fill the questionnaire.

Data Analysis and Interpretation

The whole data was arranged and tabulated for quantitative analysis by utilizing Statistical Package for Social Sciences (SPSS) software. The analysis was conducted by applying descriptive statistics and simple frequencies were calculated.

Table: 1

Demographic Profile of the Respondent's Personal Information (n = 40)

Category	Frequency	Percentage
Highest qualification		
Master	16	40.0
M Phil	15	37.5
Ph.D	19	22.5
Administrative experience		
1 to 4 year	09	22.5
5 to 9 year	23	57.5
10 to 12 year	08	20.0
Annual salary		
1 to 50,000	03	7.7
51,000 to 1,00000	07	17.5
101000 to 150000	30	75.0

Qualification

It is observed in the whole study that considerably a large majority 19 (22.5 percent) respondents had PhD highest qualification. While the respondents that had masters' qualifications were 16 (40.0 percent). Our general findings reveal that 15 (37.5 percent) had M Phil highest qualification.

Administrative experience

The analysis of respondents as far as administrative experience shows that 9 respondents fall in the class of 1-4 years that is (22.5 percent) of the total sample. 23 (57.5 percent) respondents from the sample were in the class of 5-9 years. The frequency of the respondents, which are in the class of 10-12 years, is 9 (20.0 percent).

Annual salary

During the data collection, it is commonly observed that 30 (75.0 percent) respondents had the annual salary in the category of from 101000 to 150000 it means most of the respondents have good annual salary in a good living condition, while 07 (17.5 percent) had annual salary in the category of 51,000 to 1, 00000. Only three respondents had the annual salary in the category of 1 to 50,000 which shows that they are living in a reasonable way than others.

Table 2:

Frequency Distribution of Principals and Vice Principals' Job Satisfaction

Sr. No	Statements	SD	D	U	A	SA
	College Prestige/Recognition	%	%	%	%	%
1	You feel proud of being principal vice principle of college.	15.6	15.0	16.5	17.0	1.5
2	Your college is place at high esteem due to your efforts.	5.0	12.5	20.0	50.0	12.5
3	Your college promotes quality education.	7.5	10.0	22.5	40.0	20
4	Your predecessors contributed a lot to raise standards of education.	0.0	22.5	12.5	45.0	20.0
5	Many parents do not enroll their children due to fewer facilities in college.	10.0	25.0	20.0	37.5	7.5

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6	A large section of community likes to enroll their children in college.	7.5	20.0	12.5	40.0	20.0	23	You receive adequate salary.	12.5	20.0	7.5	45.0	15.0
7	The community is involved in making college affairs effective.	10.0	30.0	32.0	18.0	10.0	24	You think your salary is insufficient in comparison to your job responsibilities.	12.5	35.0	15.0	30.0	7.5
8	The community likes to send their children in your college.	10.0	20.0	15.0	47.5	7.5	25	You receive adequate	7.5	30.0	30.0	22.5	10.0
Working Conditions							26	You receive adequate medical facilities for yourself and your family.	7.5	37.7	12.5	32.5	10.0
9	The college's outlook is attractive.	7.5	10.0	20.0	45.0	17.5	27	You can find good house with your existing house rent allowance.	12.0	37.5	22.5	25.5	2.5
10	The college building is sufficient conduct various curricular activities.	10.0	15.0	17.5	45.0	12.5	28	You receive adequate senior	7.5	40.0	12.5	25.0	15.0
11	The college area is sufficient to cater various co-curricular activities.	5.0	30.0	12.5	35.0	17.5	29	You think the existing administrative allowance should be increased.	5.0	5.0	22.5	45.0	22.5
12	Your job is secure.	17.5	20.0	15.0	35.0	15.5	30	You think head of departments having administrative duties should get more allowance.	10.0	10.0	10.0	62.5	7.5
13	The college building carries good ventilation system.	7.5	7.5	15.0	65.0	5.0	31	You think you will receive adequate pension on retirement.	10.0	30.0	15.0	30.0	15.0
14	The traffic noise does not disturb college's smooth functioning.	0.0	25.0	17.5	32.5	25.0	Relationship with Teachers						
15	The working conditions are better than many other government colleges.	5.0	15.0	15.0	50.0	15.0	32	You have good relationships	5.0	2.5	7.5	65.0	20.0
16	You have ample opportunities for advancement in this profession.	5.0	20.0	25.0	30.0	20.0	33	You conduct monthly meeting with teachers/heads of departments.	0.0	7.5	10.0	47.5	35.0
17	Students can get good items on minimal rate from canteen.	0.0	5.0	30.0	17.5	47.5	34	You ask your senior teacher/heads of departments to mentor newly appointed teachers.	2.5	7.5	25.0	55.0	10.0
18	Library facilities are adequate for students and teachers.	20.0	15.0	20.0	37.7	7.5	35	You arrange a welcome party for newly inducted staff in your college.	2.5	12.5	17.5	50.0	17.5
19	Science students find ample opportunities to conduct practical.	5.0	27.5	17.5	35.0	15.0	36	Teacher's relationships with each other are exemplary.	2.5	12.5	20.0	45.0	20.0
20	Teacher-student-ratio is appropriate to exercise quality education.	10.0	20.0	12.5	37.5	20.0	37	Teachers freely direct various problems with you as and when needed.	5.5	10.0	10.0	57.0	17.5
21	College has adequate toilet facilities for students.	12.0	15.0	22.5	37.5	12.0	38	You encourage seminars to provide a forum for interdepartmental interaction of teachers.	2.5	5.0	20.0	37.0	36.5
22	College has adequate toilet facilities for teachers.	10.0	22.5	15.0	40.0	12.5	39	You are friendly with your staff.	5.0	7.5	7.5	47.5	32.5
Pay and Incentives							40	You prefer to adopt democratic style of leadership rather autocratic.	10.0	5.0	7.0	55.5	22.5

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Table 2 reveals that respondents felt proud of being principal and vice principal because the majority of the respondents were satisfied with the statement. A few however strongly agreed with the statement that they feel proud of being principals and vice principals. Some of the respondents (15.6 percent) showed dissatisfaction with their existing position of principal or vice principal. The remaining (16.5 percent) answered as 'undecided' and gave no opinion in this regard.

The above table shows that respondents were satisfied because college is place at high esteem due to principals or vice principal's efforts. A few were respondents strongly disagree to the statement that college is place at high esteem due to principal or vice principal's efforts. Some of the respondents (12.5 percent) showed strongly agree response with the existing position of principal or vice principal. Only (12.5 percent) respondents were disagreeing to this statement. The remaining (20.0 percent) showed the neutral response and gave no response in this regard.

It is indicated that most of respondents were satisfied because college promotes quality of education. A few were strongly agreed to the statement that college promotes quality of education. Some of the respondents (22.2 percent) showed undecided response with the existing position of principal or vice principal. Only (10.0 percent) respondents were disagreeing to this statement that college promotes quality of education.

Table 2 shows that most of respondents were satisfied because predecessors contributed a lot to raise standards of education. A few (22.0 percent) respondents strongly agree to this statement

that predecessors contributed a lot to raise standards of education. Some of the respondents (22.5 percent) respondents show disagree response with the existing position of principal or vice principal. The remaining (12.5 percent) respondents show the neutral response and gave no opinion in this regard.

The above table indicates that most of respondents were satisfied that many parents do not enroll their children due to fewer facilities in college. A few were strongly agreed to this statement that many parents do not enroll their children due to fewer facilities in college. The leftover (20.0 percent) respondents show the impartial reaction to this assertion. A portion of the respondents (25.0 percent) respondents show disagree response with the existing position of principal or vice principal. Only 10 percent show the strongly disagree response and gave no opinion in this regard.

It is revealed that most of respondents were satisfied because a large section of community likes to enroll their children in college. A few respondents were strongly agreed to this statement that a large section of community likes to enroll their children in college. Some of the respondents (20.0 percent) respondents showed disagree response with the existing position of principal or vice principal. Only (7.5 percent) show the strongly disagree response to this statement. The remaining (12.5 percent) respondents showed neutral response and gave no opinion in this regard.

Table 2 shows that most of the respondents were satisfied because the community is involved in making college affairs effective. A few were strongly agreed with the statement that the community is involved in making college affairs effective. Some of the respondents (30.0 percent) were disagreeing to the

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statement that the community is involved in making college affairs effective. The leftover (32.0 percent) respondents replied as unsure and offered no input in such manner.

The above table indicates that most of respondents satisfied because the community likes to send their children in your college. A few were strongly agreed to this statement that the community likes to send their children in your college. Some of the respondents (20.0 percent) respondent showed disagreed response with the existing position of principal or vice principal. Only (10.0 percent) show the strongly disagree response to this statement. The leftover (15.0 percent) replied as unsure and offered no input in such manner.

Table 2 indicates majority of the respondents were satisfied because college outlook is attractive. A few were (strongly agree to the statement that college outlook is attractive. Some of the respondents were disagreeing with the existing position of principal or vice principal. The leftover (20.0 percent) replied as unsure and offered no input in such manner.

It is revealed that most of the respondents were satisfied because the college building is sufficient to conduct various curricular activities. A few were strongly agreed to this statement that the college building is sufficient to conduct various curricular activities. Some of the respondents (15.0 percent) showed dissatisfaction with the existing position of principal or vice principal. The remaining (17.5 percent) answered as 'undecided' and gave no opinion in this regard.

A table 2 indicates that majority of the respondents were satisfied because the college area is sufficient to cater various co-curricular activities. A few were agreed with the statement that college area is sufficient

to cater various co-curricular activities. Some of the respondents (30.0 percent) showed dissatisfaction with the existing position of principal or vice principal. The leftover (12.5 percent) replied as uncertain and offered no input in such manner.

The above table shows that most of the respondents were satisfied because the job is secure. (15.0 percent) respondents strongly agree to this statement that the job is secure. A few however strongly agreed with the statement that the job is secure. Some of the respondents (17.6 percent) showed strongly dissatisfaction with the existing position of principal or vice principal. The leftover (20.0 percent) replied as unsure and offered no input in such manner.

It is highlighted that respondents were satisfied because college building carries good ventilation system. A few however strongly agreed with the statement that they feel proud of being principals or vice principals. Some of the respondents (15.6 percent) showed dissatisfaction with the existing position of principal or vice principal. The remaining (15.5 percent) answered as 'undecided' and gave no opinion in this regard.

The figure cited in the table reveals that most of the respondents satisfied because traffic noise does not disturb college's smooth functioning. A few however strongly agreed with the statement that the traffic noise does not disturb college's smooth functioning. Some of the respondents (25.0 percent) showed dissatisfaction with the existing position of principal or vice principal. The remaining (16.5 percent) answered as 'undecided' and gave no opinion in this regard.

A table 2 indicates that most of the respondents were satisfied that the working conditions are better than many other

government colleges. A few however strongly agreed with the statement that the working conditions are better than many other government colleges. Some of the respondents (15.0 percent) showed dissatisfaction with the existing position of principal or vice principal. The remaining (15.5 percent) answered as 'undecided' and gave no opinion in this regard.

The above table shows that most of respondents were satisfied about the opportunities for advancement in teaching profession. A few however strongly agreed with the statement about the opportunities for advancement in teaching profession. Some of the respondents (20.0 percent) showed dissatisfaction with the existing position of principal or vice principal. The leftover (25.0 percent) replied as unsure and offered no input in such manner.

A table 2 indicates that majority of the respondents were strongly satisfied because students can buy good items on minimal rate from canteen. A few however agreed with the statement that can buy good items on minimal rate from canteen. Some of the respondents (17.5percent) showed satisfaction with the existing position of principal or vice principal. The leftover (30.0 percent) replied as unsure and offered no input in such manner.

It is revealed that most of the respondents were satisfied because library facilities are adequate for students and teachers. A few however strongly agreed with the statement that library facilities are adequate for students and teachers. Some of the respondents (20.0 percent) showed strongly dissatisfaction with the existing position of principal or vice principal. The leftover (20.0 percent) replied as unsure and offered no input in such manner.

It is highlighted that majority of the respondents were satisfied because science

students find ample opportunities to conduct practical. A few however strongly agreed with the statement that science students find ample opportunities to conduct practical. Some of the respondents (27.5 percent) showed dissatisfaction with the existing position of principal or vice principal. The remaining (17.5 percent) answered as 'undecided' and gave no opinion in this regard.

Table 2 reveals the percent that most of respondents were satisfied because teacher-student ratios appropriate to exercise quality education. A few however strongly agreed with the statement that teacher-student ratios appropriate to exercise quality education. Some of the respondents (20.0 percent) showed dissatisfaction with the existing position of principal or vice principal. The leftover (12.5 percent) replied as unsure and offered no input in such manner.

It is revealed the percent that most of respondents were satisfied with the statement because colleges have adequate toilet facilities for students. A few however strongly agreed with the statement that colleges have adequate toilet facilities for students. Some of the respondents (15.0percent) showed dissatisfaction with the existing position of principal or vice principal. The leftover (22.5 percent) replied as unsure and offered no input in such manner.

Table 2 reveals the percent that most of respondents were satisfied with the statement because colleges have adequate toilet facilities for teachers'. A few however strongly agreed with the statement that colleges have adequate toilet facilities for teachers. Some of the respondents (22.5 percent) showed dissatisfaction with the existing position of principal or vice principal. The leftover (15.0 percent) replied

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as unsure and offered no input in such manner.

The above table indicates that majority of the respondents were satisfied because principal or vice principal receive adequate salary. A few however strongly agreed with the statement that principal or vice principal receive adequate salary. Some of the respondents (20.0 percent) showed dissatisfaction with the existing position of principal or vice principal. The remaining (7.5 percent) answered as 'undecided' and gave no opinion in this regard.

Table 2 reveals that most of respondents were disagree because principal or vice principal do not think their salary is insufficient in comparison to their job responsibilities. A few however strongly disagreed with the statement that principal or vice principal think their salary is insufficient in comparison to their job responsibilities. Some of the respondents (30.0 percent) showed satisfaction with the existing position of principal or vice principal. The leftover (15.0 percent) replied as unsure and offered no input in such manner.

It is highlighted that majority of the respondents were dissatisfied because principal or vice principal do not receive adequate incentives other than pay. A few however strongly disagreed with the statement that principal or vice principal receive adequate incentives other than pay. Some of the respondents (22.5 percent) showed satisfaction with the existing position of principal or vice principal. The remaining (30.0 percent) answered as 'undecided' and gave no opinion in this regard.

Table 2 reveals that most of respondents were dissatisfied because principals or vice principals do not receive adequate medical facilities for their self and

their family. A few however strongly dissatisfied with the statement that because principals or vice principals do not receive adequate medical facilities for their self and their family. Some of the respondents (32.5 percent) showed satisfaction with the existing position of principal or vice principal. The remaining (12.5 percent) answered as 'undecided' and gave no opinion in this regard.

It is found out most of the respondents were dissatisfied because principals or vice principals do not find good house with their existing house rent allowance. A few however strongly disagreed with the statement that principals or vice principals do not find good house with their existing house rent allowances. Some of the respondents (25.0 percent) showed satisfaction with the existing position of principal or vice principal. The remaining (22.5 percent) answered as 'undecided' and gave no opinion in this regard.

The results reveal that most of respondents were dissatisfied because principals or vice principals do not receive adequate senior port allowance. A few however strongly disagreed with the statement that principals or vice principals do not receive adequate senior port allowance. Some of the respondents (25.0 percent) showed satisfaction with the existing position of principal or vice principal. The remaining (12.5 percent) answered as 'undecided' and gave no opinion in this regard.

Table 2 shows majority of the respondents were because principals or vice principals think their existing administrative allowance should be increased. A few however strongly agreed with the statement that principals or vice principals think their existing administrative allowance should be

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increased. Some of the respondents (5.0 percent) showed dissatisfaction with the existing position of principal or vice principal. The remaining (22.5 percent) answered as 'undecided' and gave no opinion in this regard.

The above table reveals that most of respondents were satisfied because principals or vice principals think head of department having administrative duties should get more allowance. A few however strongly agreed with the statement that principals or vice principals think head of department having administrative duties should get more allowance. Some of the respondents (10.0 percent) showed dissatisfaction with the existing position of principal or vice principal. The leftover (10.0 percent) replied as unsure and offered no input in such manner.

Table 2 shows that most of the respondents were satisfied because principals or vice principals receive adequate pension on retirement. A few however strongly agreed with the statement that principals or vice principals receive adequate pension on retirement. Some of the respondents (30.0 percent) showed dissatisfaction with the existing position of principal or vice principal. The leftover (15.0 percent) replied as unsure and offered no input in such manner.

It is revealed that most of respondents were satisfied because principals or vice principals have good relationships with teachers. A few however strongly agreed with the statement that principals or vice principals have good relationships with teachers. Some of the respondents (5.0 percent) showed strongly dissatisfaction with the existing position of principal or vice principal. The remaining (7.5 percent) answered as 'undecided' and gave no opinion in this regard.

It is highlighted that most of respondents were satisfied because principals or vice principals conduct monthly meeting with teachers or heads of departments. A few however strongly agreed with the statement that principals or vice principals conduct monthly meeting with teachers or heads of departments. Some of the respondents (7.5 percent) showed dissatisfaction with the existing position of principal or vice principal. The leftover (10.0 percent) replied as unsure and offered no input in such manner.

Table 2 shows majority of the respondents were satisfied because principals or vice principals ask their seniors or heads of departments to mentor newly appointed teachers. A few however strongly agreed with the statement that principals or vice principals ask their seniors or heads of departments to mentor newly appointed teachers. Some of the respondents (7.5 percent) showed dissatisfaction with the existing position of principal or vice principal. The leftover (25.0 percent) replied as unsure and offered no input in such manner.

The results suggests that majority of the respondents were satisfied because a welcome party is arranged for newly inducted staff in college. A few however strongly agreed with the statement that a welcome party is arranged for newly inducted staff in college. Some of the respondents (12.5 percent) showed dissatisfaction with the existing position of principal or vice principal. The remaining (17.5 percent) answered as 'undecided' and gave no opinion in this regard.

It is indicated that majority of the respondents were satisfied because teacher's relationships with each others are exemplary. A few however strongly agreed with the statement that teacher's

relationships with each others are exemplary. Some of the respondents (12.5 percent) showed dissatisfaction with the existing position of principal or vice principal. The leftover (20.0 percent) replied as unsure and offered no input in such manner.

Table 2 indicates that majority of the respondents were satisfied because teachers freely direct various problems with principals or vice principals as and when needed. A few however strongly agreed with the statement that teachers freely direct various problems with principals or vice principals as and when needed. Some of the respondents (10.0 percent) showed dissatisfaction with the existing position of principal or vice principal. The leftover (10.0 percent) replied as unsure and offered no input in such manner.

The above table shows that majority of the respondents were satisfied because principals' and vice principals encourage seminars to provide a forum for interdepartmental interaction for teachers. A few however strongly agreed with the statement that principals' and vice principals encourage seminars to provide a forum for interdepartmental interaction for teachers. Some of the respondents (5.0 percent) showed dissatisfaction with the existing position of principal or vice principal. The leftover (20.0 percent) replied as unsure and offered no input in such manner.

The results indicate that majority of the respondents were satisfied because principals' and vice principals are friendly with their staff. A few however strongly agreed with the statement principals' and vice principals are friendly with their staff. Some of the respondents (15.6 percent) showed dissatisfaction with the existing position of principal or vice principal. The remaining (16.5 percent) answered as

'undecided' and gave no opinion in this regard.

Table 2 shows that majority of the respondents were satisfied because principals or vice principals prefer to adopt democratic style of leadership rather autocratic. A few however strongly agreed with the statement that they feel proud of being principals or vice principals. Some of the respondents (10.0 percent) showed strongly dissatisfaction with the existing position of principal or vice principal. The remaining (7.5 percent) answered as 'undecided' and gave no opinion in this regard.

Conclusion

It is concluded that majority of the college administrators were satisfied with their job because they receive adequate salary. They were satisfied with the statement that their existing administrative allowance should be increased. They think head of department having administrative duties should get more allowance. According to respondents college is an institution which makes or decide the directly of succeeding generation. The people who run colleges must be given some sort of special privileges. They must be given an adequate salary with special packages. Amount of pension should be increased. They were satisfied with their job because teacher's relationships with each others are exemplary. They satisfied as they freely direct various problems with principals or vice principals as and when needed and they are friendly with their staff. Majority of college administrators believed quality education is a key for any institution and most of respondents agreed that teacher-student ratios appropriate to exercise quality education. Respondents were satisfied because principals or vice principals prefer

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to adopt democratic style of leadership rather autocratic. Findings suggest that there should be a mutual coordination between administrators and teachers to improve assessment and evaluation. Revenue allocation for education sector must be increased. Trained and experienced teachers must rise in numbers in colleges. Advance technology should be provided. Salaries and pensions should be increased with free medical allowance.

They however, were less satisfied with the community it does not take any interest for the development of the society. They were disagreeing because they do not think that salary is sufficient in comparison to their job responsibilities. They were not receiving adequate incentives other than pay. They had the point of view that they do not receive adequate medical facilities for their self and their family. They think that they cannot find good house with their existing house rent allowances.

Recommendations

The possible recommendations are presented below:

- 1) As this study is associated with job satisfaction among college administrators, further researches can be conducted the study on student's satisfaction level about their research in higher education.
- 2) This study was just directed in government colleges of Lahore. So, this study might be imitated by taking an enormous sample in different private colleges of Punjab.
- 3) This study deals with the relationship of principals or vice principals with teachers' further researches can be conducted researches on teachers' relationships with students.

- 4) Informants pointed to the need to improve the working conditions and remuneration for teachers.

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