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**Educational sector especially universities play a pivotal role in the overall development of the society. The human resource is one of the key factors of university organization; on which depends the achievement of goals of the university. The mainstay of its human resource requirements are teachers, researchers and non-teaching staff. The assessment of academic excellence is based on the performance level of its teaching faculties and students but the role played by its non-teaching staff can also not be ignored. Out of all human elements, the thrust of university work falls on the shoulders of lower strata of university employees. Through this article an attempt has been made not only to ascertain the impact of university environment on job satisfaction of non-teaching employees (i.e. administrative and technical) but also to suggest measures to bring about improvement in their job satisfaction. - Reproduced.**

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**The concept of learning organizations is fast becoming popular from the big multinationals to small time ventures all over the world. These organizations encourage learning among its employees by fostering free flow of information. This makes people accept and adapt to new ideas and share a common vision. The author has made an effort and ventured to convey a widely accepted, extensively debated need to create and develop a learning organization. The subject matter presented here is an outcome of the experiences of author working as a Behavioural Science consultant, teacher and a trainer for last 25 years with number of public, private sector and government organizations. - Reproduced.**

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