

## The Effect of Gender on Job Satisfaction of Academic Staff in Malaysian Public Universities

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### Abstract

Based on last due decades, job satisfaction assumed as one of the imperative organizational factors that has great role among staff at workplace; furthermore, focusing on this important factor and finding effective items that impact on the level of job satisfaction is very essential. The main purpose of this research is to examine the relationship between gender and job satisfaction of academic staff at public universities in Malaysia. The Job Descriptive Index inventory (JDI) was used to measures five dimensions of job satisfaction among academic staff. The data of this research taken from 440 academic staff were occupied in Malaysian public universities. The findings illustrated there is a significant relationship between supervision as one of the dimension of job satisfaction and gender that analyzed by t-test.

**Keywords:** gender, job satisfaction, academic staff, university

### Introduction

Staff passes eight hours or more in during a day at workplace; moreover, being happy and satisfied toward his/ her job is so important factor. Regarding to approach of some psychologists, there are some organizational behaviors and factors that lead to job satisfaction among staff (Nasir, Fatimah, Mohammadi, Shahrazad, & Khairudin, 2011). Job satisfaction has been commonly studied in most of the management researchers due to its importance in physical and mental well-being among staff and preventing to appear some abnormal organizational behavior

such as turnover, conflict, absenteeism and insufficient relations with other co-workers (Mohammad, Quoquab Habib, & Alias, 2011). Indeed, this inner feeling has great contribution in increasing or decreasing university's outcomes and protect work atmosphere among staff. Additionally, recognizing the role of job satisfaction among staff is very vital and determined as main goal for all educational organizations. Also, job satisfaction supposed as principle matter in quality of working life that concerned by university (Saner & Eyupoglu, 2013).

Conferring to the main role of job satisfaction at university, ask some questions such as how staff satisfied with their job? And also which factors have great contribution in growing this inner feeling? For responding to these kinds of questions, most of the researchers have endeavored to progress many types of job satisfaction scales to finding effective factors that motivate job satisfaction among staff at workplace (Aydin, Uysal, & Sarier, 2012). Job satisfaction is an inner feeling which staff endeavors to get it from his/ her work, pay, workplace and colleagues and also based on this feeling determined the kind of his/ her attitude toward work (Mansoor, Fida, Nasir, & Ahmad, 2011).

In reality, job satisfaction assumed as an essential topic in human resources of educational area and refers to enjoyment feeling that delivers from work and its environment (Maharajan, 2012; Noordin & Jusoff, 2009). In 2008, De Nobil and McCormick clarified that job satisfaction is a measure of positive feelings that staff shows them at work. Indeed, these feelings change in several levels and determined the level of staff's attitude. Furthermore, study of job satisfaction among academic staff and distinguishing actual factors is so significant (Wegge, Schmidt, Parkes, & Dick, 2007). Based on different factors that impact on job satisfaction, gender has considerable role on this organizational feeling. Concerning to the role of gender on job satisfaction, staff report different feeling toward their job (Wadhwa, Verghese, & Wadhwa, 2011; Yapaa, Rathnayakeb, Senanayakec,

& Premakumara, 2014). Certainly, there are differences approaches and reactions among staff based on gender toward each dimension of job satisfaction. Regarding to the role of job satisfaction and effect of different factors on it and also various explanations about this organizational behavior that mentioned in above sentences; in this study focused on differences in job satisfaction according gender among academic staff of Malaysian public universities and also it was hypothesized that there are significant relationships between gender and job satisfaction's dimensions.

## **Method**

The data for present study were taken from public universities (university putra Malaysia, Universiti Kebangsaan Malaysia, University of Malaya) in Malaysia. A total number of respondents (academic staff) as sample of present study involved 440. Also, cross-sectional technique was used to collecting data.

### *Measures*

#### *Job Satisfaction*

JDI as main instrument of the study was used to measure job satisfaction dimensions. This inventory involved 72 items and evaluated five dimensions of job satisfaction (pay, work, co-worker, supervision, and promotion) three dimensions work, supervision, and co-worker have 18 items and two dimensions pay and

opportunity have 9 items. The arrangement of these dimensions involved: work (items 1-18), pay (items 19-27), supervision (items 28-45), promotion (items 46-54), and co-worker (items 55-72). Additionally, this inventory scored in three parts, explicitly: yes = 3, no = 0 and no idea or I am not sure = 1.

In the study, job satisfaction measurement displayed very good internal consistency work:  $[\alpha] = 0.90$ , pay:  $[\alpha] = 0.88$ , promotion:  $[\alpha] = 0.91$ , supervision:  $[\alpha] = 0.92$ , and co-worker:  $[\alpha] = 0.92$  (Brodke et al, 2009). The data of the study was analyzed by t-test.

As well, gender as socio-demographic factor declared as first part of the inventory that the respondents answer to this question (male or female).

## Results

The results of the study that analyzed by t-test shows in Table 1 and in continue discusses about these results and role of gender on different dimensions of job satisfaction among academic staff.

Table 1  
*Relationships between gender and job satisfaction' dimensions (N=440)*

Variables	M	SD	t	p
Work				
Female	51.00	3.49	-1.30	.29
Male	51.40	3.85		

Variables	M	SD	t	p
Pay				
Female	23.70	5.17	-1.25	.21
Male	23.80	4.96		
Promotion				
Female	21.12	5.70	.27	.78
Male	21.00	5.75		
Coworker				
Female	39.25	9.47	1.13	.25
Male	38.20	10.47		
Supervision				
Female	42.45	16.82	-2.90	.005*
Male	46.65	13.75		

Note: M= Mean, SD= Standard Deviation, \* $p < 0.01$

Table 1 illustrates that there is no significant relationship between work and gender: female ( $M=51.00$ ,  $SD=3.49$ ) and male ( $M=51.40$ ,  $SD=3.85$ ),  $t(438) = -1.30$ ,  $p=0.29$ . In another sample t-test demonstrates, there is no significant difference between pay and gender: female ( $M=23.70$ ,  $SD=5.17$ ) and male ( $M=23.80$ ,  $SD=4.96$ ),  $t(438) = -1.25$ ,  $p=0.21$ . In addition, in the third t-test analysis shows that there is no significant difference between promotion and gender: female ( $M=21.12$ ,  $SD=5.70$ ) and male ( $M=21.00$ ,  $SD=5.75$ ),  $t(438) = 0.27$ ,  $p=0.78$ . And in the fourth t-test analysis illustrates there is insignificant difference between co-worker and gender: female ( $M=39.25$ ,  $SD=9.47$ ) and male ( $M=38.20$ ,  $SD=10.47$ ),  $t(438) = 1.13$ ,  $p=0.25$ . Finally, in the fifth analysis shows that there is significant relationship between supervision and gender: female ( $M=42.45$ ,  $SD=16.82$ ) and male ( $M=46.65$ ,  $SD=13.75$ ),  $t(438) = -2.90$ ,  $p < .01$ .

## Discussion

The results of the present study showed supervision as one of dimensions of job satisfaction has relationship with gender (male and female). Indeed, there is difference in supervision as one dimension of job satisfaction between male and female. Gender is one of the main external factors that impact on job satisfaction and examined attitudes of staff toward different dimensions of job satisfaction that organized this inner feeling.

As illustrated in results, an independent-sample t-test compares the differences job satisfaction between male and female and among its dimensions, supervision has association with gender. In fact, gender is key factor that appears difference in supervision, while this difference is not seemed among other dimensions (pay, work, promotion, and co-worker) of job satisfaction at university.

On the basis of the Herzberg theory, there are several factors that impact on the level of job satisfaction and change its level at work environment (Herzberg, 1964; Tan & Waheed, 2011). As a matter of fact, these factors divided into internal and external factors which have separately consequence on job satisfaction (Ahmed et al., 2010). Gender assumed as one of the socio-demographic factors that has great contribution in the amount of job satisfaction at work.

The findings of the study are consistent with the research of Lambrou, Kontodimopoulos and Niakas (2010) who found that there is relationship between job satisfaction and gender at workplace. A seminal study in this area is the survey of Saba (2011) that emphasized gender is one of the effective factors on job satisfaction and it can illustrate difference in job satisfaction among staff.

## Conclusion

The conclusion derives from the results of current study. The consequences of this study obviously specified job satisfaction (supervision) of respondents impacted by gender. Regarding to the results of the study it can be determined just supervision as one of the job satisfaction dimensions has significant association with gender and thinking toward this organizational factor is different between male and female at workplace. In fact fully, the findings have significant suggestions on the policies of human resources in public research universities in Malaysia. It would be so important to focusing on dimensions job satisfaction and determining the effective factors on it. The basically step for doing this act is be familiar with the human resources needs then identifying main effective factors. Based on the results of this study, feeling and attitudes of academic staff toward supervision is differently and this issue appears different level of job satisfaction among them at university.

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