

A Study on the effectiveness of Demographical Factors on employee job satisfaction and performance in an Academic Institution

Nisha Acharya

Research Scholar, TAPMI School of Business, Manipal University Jaipur, Rajasthan

Dr. Deepti Sharma

Assistant Professor, TAPMI School of Business, Manipal University Jaipur, Rajasthan

Abstract

Employee job satisfaction is very much important for organizations growth and existence but there are numerous factors which are responsible for employee job satisfaction one of them is demographic factors on which the whole study is emphasized. This study examines the various variables under demographic factors which are directly having its effect on employee job satisfaction and their performance. The study has been undertaken in an academic institution specifically on teaching staff. The conception of employee satisfaction is a multi-dimensional and inter disciplinary term that has been attracted the attention of researchers and practitioners from different disciplines such as psychology, human resource management, organizational behavior, TQM etc. Secondary data were collected from available books, publications, research studies, articles and websites. The demographic factors of age, education, experience, ranks and status were significantly affected on job satisfaction of academic employees. The young and unmarried staffs were more satisfied than old and married staff.

Keywords: Employee job satisfaction, Employee job performance and Demographic Factors.

Introduction

Whenever the study comes to the job satisfaction of employees it becomes very much crucial for the organization as the one on which here we are talking are the real asset of the organization to which we can't ignore. The study was determine the effect of demographic factors on job satisfaction. Job satisfaction refers to whether employees are happy, comfortable and fulfilling their desires and needs at work. Job satisfaction is an important construct to the field of organizational behavior and the practice of human resource management. Kaliski (2007) stated that job satisfaction could be considered as the key ingredient that guides to recognition, income, promotion, and the achievement of other goals that lead to a sense of fulfillment. Alniacik, Akcin, and Erat (2012) explained job satisfaction as the results from the employees' perception based on the ability of their jobs to provide elements that they observe as important. On the other hand, Heslop et al. (2002) says that job satisfaction is the difference between what an individual's expectations, needs or values about the job are, and what the job actually delivers. Moreover, job satisfaction is also cited to be crucial for personal well-being and organizational effectiveness (Lim, 2008).

In order to enjoy high quality research and excellent teaching the academic staff's performance need to be upgraded because it plays a vital role in higher education institutions. It can be viewed that academic staff's job satisfaction has influence on their quality of performance. Hence, the factors affecting the level of job satisfaction is critical to

higher education institutions. The better relationship between human resource management practice and job satisfaction provide a wisdom way on how an organization can motivate an employee to work efficiently (Hamdia & Phadett, 2011). According to Tella et.al (2007), the reason for reduction in organizational commitment and employee turnover is the absence of job satisfaction. University is considered to be an institution of higher learning that provides manpower needs to advance national development in both the public and private sector. The teaching staffs of the university are responsible for the learning and overall development of the students which will ultimately enhance the goodwill of the institution.

Employee Job Satisfaction

Employee job satisfaction seems to be the important part of every organization now a days. As much employees are satisfied as much the organization will grow. The term employee satisfaction simply show how much the employees are satisfied with their job. Employee satisfaction is normally measured by using an employee satisfaction survey. These surveys include the things like compensation, workload, perceptions of management, recognition, demographic factors like age, gender, experience, marital status etc. These things plays an important role to keep the employees happy and reduces employee turnover, but employee satisfaction is only a part of the overall solution. Employee satisfaction generally deals with the basic concerns and needs of the employees. The concept of employee satisfaction has been a focus for research and practice for the last two decades in particular (Greasley, *et. al.*, 2005) and considered to be a critical issue for Organizational performance. A number of scholars and management “gurus” stressed the importance of employee satisfaction and its influences on organizational performance as much as customer satisfaction (Chen, *et. al.*, 2006).

Employee Job Performance

Employee job performance is defined as “a behaviors or actions that are relevant to the goals of the organization” McClay, Campbell and Cudeck (1994). Similarly, according to Campbell (1990), performance is defined as a behavior demonstrated or something done by the employee for organizational performance and is assessed through operational performance outcome, turnover, sales volume, income and declared shareholders dividend, and the quality as well as quantity of service. With this context it would be seen that job performance is not a single

unified concept, but a concept with many viewpoints containing more than one type of behavior. Thus, it can be concluded that employees job performance is an output that is obtained due to the efforts of the employees.

In order to work effectively managers can influence cohorts and perform indirectly through creating an environment and developing a suitable philosophy that helps employees shape their commitment to organizational goals, and articulating strategy (Avery, 2004). Brown and Leigh (1996) establish that organizational climate is estimated to have progressive links with worker satisfaction, customer satisfaction, financial performance and staff turnover.

Demographic Factors

Many studies reveals that demographic variables like age, gender, race, marital status, education and experience is having its direct impact on employee job satisfaction. Although there are many factors which influences the employee job satisfaction like salary, bonus, working environment, employee recognition, relationship with co workers etc. but demographic factor is the one which also affects employee satisfaction. A study regarding the relationship between faculty job satisfaction and demographic variables of faculty members in a public higher education in Singapore, Paul and Phua (2011) examined that variables such as job position and age influenced the levels of job satisfaction and the variables like academic qualification, gender, marital status, and length of employment had no influence of statistical significance.

Conceptual Framework

In order to explain the conceptual framework of the study the Herzberg's two factor theory has been taken into consideration. Herzberg (1960) developed the two-factor theory. The foundation of Herzberg's theory is that satisfaction and dissatisfaction signify two separate dimensions rather than opposite ends of a single dimension. Herzberg in his theory explains that the resulting two factors, namely, hygiene (which is also called extrinsic), and motivation (which is also called intrinsic) have different effects on motivation (Francesco & Gold, 2005; Andrew et al., 2002). He in his theory also explains the causes of satisfaction and dissatisfaction. He says that these both are distinct with one another (Hagedorn, 2000). According to Herzberg's theory dissatisfaction is derived from hygiene or extrinsic factor such as working conditions, interpersonal relations, supervision, policy and administration, and salary (Kinicki & Kreitner, 2008; Scheroder, 2008) whereas satisfaction is extracted from motivator or intrinsic factors consist of the work itself, achievement, growth, responsibility, and recognition (Smerek & Peterson, 2006; Sachau, 2007). The two-factor theory has received numerous empirical supports

and criticism from different studies (Smerek & Peterson, 2006; Sachau, 2007; Rollinson, 2005; Bassett-Jones & Lloyd, 2005).

Independent Variables

Dependent Variable

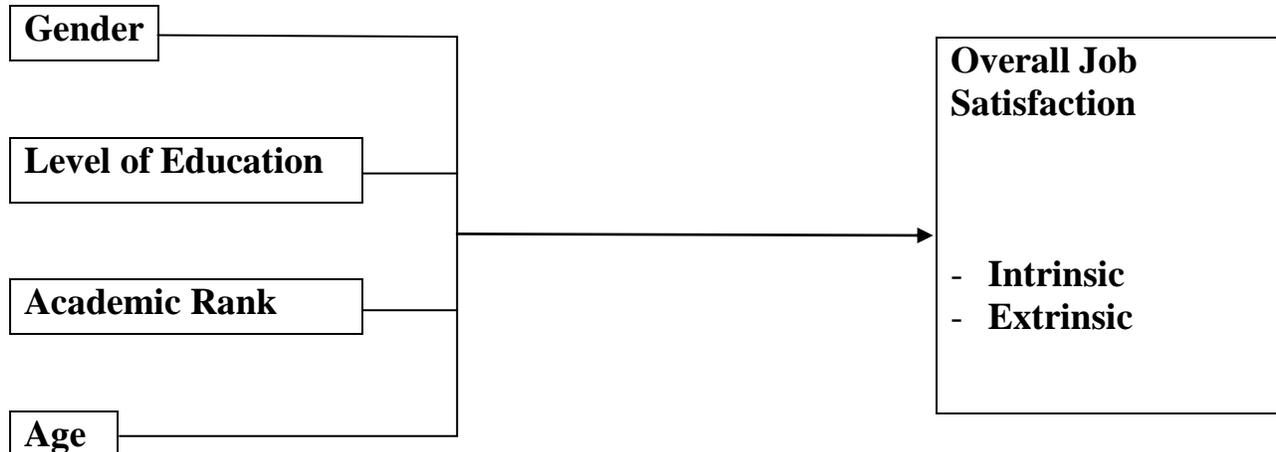


Fig. 1 Conceptual Framework

Literature Review

In the recent years, there has been a raising tendency towards the study of job satisfaction in higher education (Eyupoglu & Saner, 2009; Kusku, 2003; Okpara et al, 2005; Oshagbemi & Hikson, 2003; Oshagbemi, 2000). In a study of two public and four private universities in Malaysia, Raemah and Rosli (2011) establish that salary and universities' policy and administration were ranked by academic staff as two lowest area of their job satisfaction,

Fauziah and Kamaruzaman (2009) stated that age had a significant effect on a moderate level of general satisfaction among academic staff. In his study he also indicated that there was no significant difference between the male and female academic staff in term of their level of job satisfaction.

Eyupoglu and Saner (2009) measured the job satisfaction level at five North Cyprus universities. They found that the academics had a moderate level of overall job satisfaction and they were more satisfied with the intrinsic facets of satisfaction rather than the extrinsic ones. He also

opined that the academic staffs with doctorate degree and professorship were more satisfied than those with master degree and associates with other academic ranks.

Okpara et al. (2005) examined the effects of gender on job satisfaction among university teachers in US colleges. The results revealed that the male teachers were more satisfied with their supervision, salary and promotion as well as overall job satisfaction, while the female teachers were less satisfied with their salary, their work and colleagues. In addition, academic rank was also shown one of the significant factor in explaining gender differences and job satisfaction.

Oshagbemi (2003) considered job satisfaction among academic staff in United Kingdom and revealed that academic rank had positive and very strong correlation with the overall job satisfaction. The respondents were mainly satisfied with the co-workers' behaviour and

Sadeghi A. et al. (2012) stated that academic staff's job satisfaction has influence on their quality of performance. Hence, the factors which may affect their level of job satisfaction is critical to higher education institutions. The research examines the differences in the job satisfaction among academic staff in terms of their demographic characteristics. By using Wood Faculty Job Satisfaction/ Dissatisfaction Scale, results are revealed in terms of intrinsic, extrinsic, and overall job satisfactions, whereby the academic staffs were found to be at the moderate satisfaction level. Instead of education level of the academic staff the gender, academic rank, and age were identified as the influencing factors for academic staff job satisfaction.

P.M.S.P. Yapaa et al. (2014) examines the effect of demographic factors on job satisfaction of non academic staff in universities. The result has found that civil status and age were the most significant factors affecting the job satisfaction and gender and level of education has no significant affect on job satisfaction. The study also explained the nature and intensity of demographic impact on job satisfaction of non academic employees.

Nifadkar S Renuka and Dr Dongre P Anil (2014) the study investigate the influence of job satisfaction and demographic characteristics on organizational commitment among teachers of Girls " college, pune, India. The study revealed that there is a significant positive relationship between job satisfaction and organizational commitment, a significant positive positive relationship between age and organizational commitment; and there was a significant negative relationship between education and organizational commitment. The finding also recommended that for high level of job satisfaction of teachers there is a need to enhance their salary. This is needed to satisfy the pay need of the teachers and also improve the public image and self esteem of teachers.

Minh-Quang Duong (2013) ascertain the relationship between job satisfaction and demographic, institutional characteristics of university academic members in the technology and science fields. The study showed that most respondents were satisfied in their job. There were significant difference in job satisfaction level based on gender, national graduation, and discipline. The analysis found that job satisfaction of academic members significantly affected by their demographic and institutional factors.

T. S. M. Amarasena et al. (2015) examine the effects of demographic factors on the degree of overall job satisfaction of state university faculty members in Sri Lanka. The results show that in overall the state university academics were satisfied in their job; and job satisfaction of academic members significantly differed based on their current working status and monthly salary. Other demographic factors: teaching experience, gender, age, highest level of education, marital status and number of children of staff members had no statistically significant differences.

Okpara et al. (2005) investigated the effects of gender on job satisfaction among university teachers in US colleges. The results revealed that the male teachers were more satisfied with their supervision, salary and promotion as well as overall job satisfaction, while the female teachers were less satisfied with their salary. It is also to be found that they were more satisfied with their work and colleagues. In addition to it academic rank was also shown to be another significant factor in explaining gender differences and job satisfaction.

DeVaney and Chen (2003a), stated that demographic variables such as age, gender, race, and education have an effect on job satisfaction. Malik (2011) establish that demographic variables, age, job rank, job qualification and years of experience were slightly related to the overall job satisfaction of university faculty members.

Noordin and Jusoff (2009) examined that the demographic factors such as; current job status, marital status, age and salary appear to have significant impact on the respondents' level of job satisfaction.

Methodology

Methodology of this study was designed to investigate effect of demographic factors on job satisfaction. A descriptive research design method is applied in the study. The researcher has used the secondary data for the purpose of this study. Secondary data were collected from available books, publications, research studies, articles and websites.

Findings and Conclusion

The paper discusses conceptually the effectiveness of demographic factors on employee job satisfaction and their performance. The demographic factors of age, education, experience, ranks and status were significantly affected on job satisfaction of academic employees. The young and unmarried staffs were more satisfied than old and married staff.. It has also be conclude that satisfied employee has a positive attitude towards the job and they work more and enhances their knowledge/ skill/ commitment to attain organizational goals. Also satisfied employee work effectively and efficiently towards the result/ output/ productivity of the organization. Job performance is being effectiveness in job and shows the level of satisfaction from that (Shimon, et.al, 1996). Job satisfaction makes a huge impact on employee performance. Hence organizations must concentrate on these concept to increase their productivity. Organizations' should motivate the employees which leads to Job satisfaction in turn improves the employee Performance.

Limitations

1. The results in this study might be applied on academic staff of academic institution but it can be done on non academic staff also.
2. The research is basically on secondary data so it includes the limitation of secondary data.

References

- Renuka S Nifadkar & Dr. Anil P Dongre 2014, To Study The Impact Of Job Satisfaction And Demographic Factors On Organizational Commitment Among Girls' College, Pune, India, Journal of Business Management & Social Sciences Research (JBM&SSR) 3 (1).
- T. S. M. Amarasena, Dr. A. R. Ajward & Professor Dr. A. K. M. Ahasanul Haque 2015, The Effects of Demographic Factors on Job Satisfaction of University Faculty Members in Srilanka, International Journal of Academic Research and Reflection, 3(4).

- Minh-Quang Duong 2013, The Effects of Demographic and Institutional Characteristics on Job Satisfaction of University Faculty in Vietnam, *International Journal of Academic Research in Progressive Education and Development*, 2(4).
- P.M.S.P. Yapaa, R.M. Rathnayakeb, G. Senanayakec, and P. Premakumarad 2014, Effect of Demographic Factors on Job Satisfaction of Non-Academic Staff in Universities, *Proceedings of the 3rd International Conference on Management and Economics*, 26-27.
- Anitha. S1 and S. Pragadeeswaran2 2016, A Study on Impact of Job Satisfaction on Employee Performance, *Int. Journal of Management and Development Studies* 5(5): 27-31.
- Schroder, R. (2008). Job satisfaction of employees at a Christian university. *Journal of Research on Christian Education*, 17, 225–246.
- Schulze, S. (2006). Factors influencing the job satisfaction of academics in higher education. *South African Journal of Higher Education*, 20(2), 318-335.
- Scott, C., Stone, B., & Dinham, S. (2001). "I love teaching but...? International patterns of discontent" *Education Policy Analysis Archives*, 9(28).
- Settles, I. H., Cortina, L. M., Malley, J., & Stewart, A. J. (2006). The climate for women in academic science: The good, the bad, and the changeable. *Psychology of Women Quarterly*, 30, 47-58.
- Okpara, J.O., Squillace, M. & Erondy, E.A. (2005). Gender differences and job satisfaction: a study of university teachers in the United States. *Women Management Review*, 20(3), 177-190.
- Oshagbemi, T. (2003). Personal correlates of job satisfaction: empirical evidence from UK universities. *International Journal Social Economics*, 30(12), 1210-1231.