

Job Satisfaction among Senior and Junior Academic Staff: A Technological Assessment from Malaysia

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Abstract: *The academic profession is one of the most ambivalent among the highly educated occupations (Morey 1992). Academic staff job satisfaction and academic staff retention is two related factor which has an effect on school effectiveness (Noordin and Jusoff, 2009). The present study investigates the different ways in which junior and senior academicians view the relation between job satisfaction and the organizational climate in an academic institution in Malaysia. This study adopts a quantitative research methodology. The data was collected through a structured questionnaire circulated among 168 lecturers follows the technique of stratified random sampling. The study suggests that there is a difference in the way senior and junior academics perceive on the organizational climate and gives several recommendations in this regard.*

Index Terms: *job satisfaction, universities, salary, working conditions.*

I. INTRODUCTION

Job satisfaction is a contributing factor for job performance as well as work commitment [1]. Faculty workloads have been increasing. In addition, managerial work has increased in recent years along with budget short-cuts and efficiency-oriented management. Academicians have always had lesser salaries compared to other professions. The term academic proletarianisation coined by Locke has become relevant in recent times [2]. Several studies on the determinants of job satisfaction in universities in developed countries like North America, the UK and other parts of Western Europe are available. However in a upcoming country such as Malaysia efforts in this direction are scarce. Not much research has been done on different ways in which junior and senior academic staff perceive the relationship between job satisfaction of the academic staff of a university and its organizational climate. Thus the aim of this study is to provide greater understanding on this topic.

II. REVIEW OF LITERATURE

Ref. [3] showed that older staff members tend to be more satisfied and committed to the organization due to continuous adjustment and increment processes. Ref. [4] illustrated a positive relation between age and job satisfaction. Ref. [5] have also reported report a positive relationships between job satisfaction and age, whereas demographic variables such as

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gender and race seem to play little role in job satisfaction. Another study showed that junior academics react slightly more negatively when asked about the resources available for their work, although the difference between them and senior academics are much smaller than one might expect [6].

III. RESEARCH DESIGN

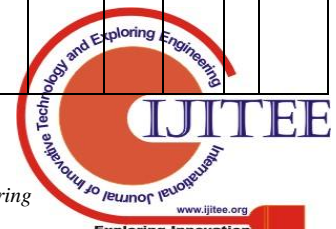
This study adopts a quantitative research methodology. The academic staff were drawn from five faculties (i) Science -referred to as 'S'(ii) Medical referred to as 'R' (iii) Nursing referred to as 'P'(iv) Business and Accountancy referred to as 'Q' and (v) Computer Science and Multimedia -referred to as 'T'. The respondents were chosen from both categories by stratified random sampling. A total of 168 questionnaires has been distributed and 113 completed questionnaires has been returned after constant follow-up. Paired-samples t-tests were used.

IV. RESULTS AND INFERENCES

Academic staff job satisfaction and academic staff retention is two related factor which has an effect on school effectiveness [7]. The present study investigates the different ways in which junior and senior academicians view the relation between job satisfaction and the organizational climate in an academic institution in Malaysia.

Table 1: Paired Samples Test of All Faculties Sampled on Organisational Climate

		Paired Differences				t	df	Sig. (2-tailed)	
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
		Lower	Upper	Lower	Upper	Lower	Upper	Lower	Upper
Pair 1	Management and Leadership style Senior - Junior	-1.376	6.931	0.719	-2.804	0.051	-1.915	92	0.059
Pair 2	Participation in decision making Senior - Junior	1.226	7.898	0.819	-0.401	2.852	1.497	92	0.138



Pair 3	Challenging job Senior - Junior	1.086	6.08	0.631	-0.166	2.338	1.722	92	0.088
Pair 4	Boredom and frustration Senior - Junior	-1.247	4.708	0.4882	-2.217	-0.278	-2.555	92	0.012
Pair 5	Fringe benefits Senior - Junior	-5.333	5.232	0.5426	-6.411	-4.256	-9.83	92	0
Pair 6	Personnel policies Senior - Junior	-2.312	5.684	0.5894	-3.483	-1.141	-3.923	92	0
Pair 7	Working conditions Senior - Junior	3.215	10.83	1.1229	0.985	5.445	2.863	92	0.005
Pair 8	Career ladder Senior - Junior	-1.548	18.261	1.8936	-5.309	2.212	-0.818	92	0.416

As mentioned already, there are very little contrasts existing among the numerical figures of the respective parameters taken into account. Therefore, it clearly states that both sets of academicians are holding the similar point of views towards the institutional atmosphere. In contrast, however, there exists a clear cut discrimination in the way both sets of academicians respond (In regard to five parameters) towards the institutional atmosphere and significantly its being attributed to the overall outcome of the faculty under consideration (as reflected in terms of results of paired-sample t-test).

Table 2: Descriptive Paired Samples Statistics of All Faculties Sampled on Organizational Climate.

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Management and Leadership style Senior	18.86	93	5.027	0.521
	Management and Leadership style Junior	20.237	93	4.735	0.491
Pair 2	Participation in decision making Senior	21.602	93	4.492	0.466
	Participation in decision making Junior	20.376	93	6.546	0.679
Pair 3	Challenging job Senior	18.817	93	3.602	0.374
	Challenging job Junior	17.731	93	4.409	0.457
Pair 4	Boredom and frustration Senior	7.419	93	2.071	0.215
	Boredom and frustration Junior	8.667	93	4.267	0.442
Pair 5	Fringe benefits Senior	8.667	93	4.267	0.442
	Fringe benefits Junior	14.000	93	6.222	0.645
Pair 6	Personnel policies Senior	12.237	93	4.031	0.418
	Personnel policies Junior	14.548	93	4.127	0.428

Pair 7	Working conditions Senior	22.569	93	6.971	0.723
	Working conditions Junior	19.355	93	7.762	0.805
Pair 8	Career ladder Senior	17.333	93	4.058	0.421
	Career ladder Junior	18.882	93	17.544	1.819

There are considerable proportion of variations do exist regarding the respective five faculties those are taken into consideration in the concerned Malaysian institute.

V. DISCUSSION AND IMPLICATIONS

When teachers are satisfied with their job they can perform their responsibilities with more concentration and devotion. The present outcomes have practical impact on the academia management system. Staffs members specially academics, may require different management motivational schemes for optimum organizational effectiveness as they are with different levels of job satisfaction. In this context the management of the academic institutions needs to focus on the causes of low general satisfaction among the academic staff members.

VI. CONCLUSION AND RECOMMENDATIONS

The quality of teaching and research in academics is believed to be contributed by managerial reforms by the policymakers in educational field. Hence this study would like to offer the following recommendations:

- The universities should give more importance to the programmes for the development of the academic career of their junior lecturers.
- The senior faculty should design a system whereby the junior faculty can put forth their inputs
- The management should acknowledge out of the box suggestions put forth by the junior staff by giving acknowledgment privately and publicly.
- If the lines of communications are transparent, the academics know what rules they have to follow and what will be their correct performance.

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