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Employees Contentment in an Organization

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Abstract

In an attempt to stay competitive in the ever growing challenging education world, higher institutions are often trying to develop creative and innovative ways in which to improve their organizations performance. One way to attain this is, by looking into their employees' job contentment level. It is believed that job contentment level has a direct association with employees' achievement and organizations success. Hence, by having a better understanding of their perceived job contentment level, an institution should be able to increase its work quality and productivity. This paper will present the findings of the study which aims to determine the main facet affecting employees' job contentment level based on Job Satisfaction Index [1] such as pay, promotion, supervision, benefit, contingent reward, operating condition, co-workers, nature of work and communication. It is also aimed to determine whether gender could influence job contentment level in a higher learning institution.

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1. Introduction

Job contentment can be considered as a key issue in a healthy working environment which can indirectly, enhance dedication, loyalty, devotion and increase motivation and productivity. Undivided commitment by an individual could be due to the reason that, employee is satisfied with his work place which result in high job contentment level. According to Tasnim [2], an organization as well as the satisfactory service could be the main explanation why people are interested to work there. Begley and Czajka [3], state that job contentment is very important because it is associated with the performance and also employees' motivation. If job contentment gets better, the productivity of this organization is always higher. Thus, job contentment is about a person loving his or her job and finding accomplishment and fulfillment in it. It is also the mixture of a person's feelings and emotions on how work affects his or her lives.

Locke [4] defines job satisfaction as something that is enjoyable and pleasant which usually gives positive output. Subsequently, Kumar and Schenk [5] suggest that gender, race, class and age could be the possible source for distribution of tasks that need to be tackled by the organization. An awareness

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of employees' dissatisfaction is significant in assisting the organization to put forward a more meaningful reparation plans, guidelines, as well as administrative procedures which could benefit employees [22]. This leads to the question of the job contentment level among academic staffs in Universiti Teknologi Malaysia (UTM), and whether gender gives a significant impact to the job contentment level. In June 2010, UTM has been upgraded to Research University (RU) status which indicates that the institution has moved to a new phase. Hence, it is inevitable for all the academic staffs to move forward, contribute more and take a bigger role and accountability in sustaining the RU status. Extra work is expected of them, and with the addition of the new tasks combining with their present responsibility and obligation, UTM academic staffs could become pressurize with this added burden which have unswerving effect on productivity and performance. Therefore, there is a need to measure job contentment level, as it is crucial for UTM academic staffs to accomplish satisfaction in their present situation before they can proceed, undertake and execute with their future duty and assignment. Vroom [6], believes that job satisfaction is based on people's discernment on the chances that their effort will lead to performance which get them to greater benefits and reimbursement. Generally, people are highly driven to work harder, if they believe that their effort will be given certain incentive, and spontaneously inspire their enthusiasm and spur motivation. Consequently, the number of attempt and endeavor given on a task depends on the expected gain received.

2. Methodology

This study is conducted to identify the level of job contentment among 200 academic staffs comprising of 113 male and 87 female from various faculties in UTM, Johor Bahru Campus, Malaysia. The study also aims to determine the most dominant job contentment factor based on the nine facets in the Job Satisfaction Index (JSS) measurement scale developed by Spector [1]. The nine facets include; Pay (Amount and equality of salary), Promotion (The opportunities and equality in getting promotion), Supervision (The equality and competencies of superiors in doing their managerial tasks), Benefits (Fringe benefits, vacations and insurance), Contingent Reward (Sense of recognition and appreciation), Operating Condition (Policies, rules and perceived red tape), Co-workers (How colleagues perceive competencies and pleasantness), Nature of work (The enjoyment of oneself in doing the job), and Communication (Information sharing within the organization- verbal or written). The data collected in this study is analyzed using the overall mean and T-test is used to determine gender difference.

3. Result

Table 1: Job Contentment Level

Facets	Mean	SD	Job Satisfaction Level (n=200)					
			HIGH		MODERATE		LOW	
			<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
Pay	3.77	1.04	58	29	114	57	28	14
Promotion	3.84	1.04	60	30	110	55	30	15
Supervision	4.06	1.22	117	59	74	37	9	4
Benefit	3.62	.92	39	20	134	67	27	13
Contingent Reward	3.73	.99	49	25	127	64	24	11
Operating Condition	2.91	.65	3	2	159	80	38	18
Co-workers	4.21	.76	81	41	116	58	3	1
Nature of Work	4.95	.71	154	77	46	23	0	0
Communication	3.88	1.01	65	33	120	60	15	7
Overall	3.89	1.01	70	35	111	56	19	9

* Table 1 shows the contentment level according to the mean score. The highest is Nature of Work with a mean of 4.95.

Table 2: T-Test on Job Contentment Facets and Gender

Facets	Gender	N	Mean	t	df	Sig.
Pay	M	113	3.77	.135	198	.994
	F	87	3.75			
Promotion	M	113	3.97	2.113	198	.166
	F	87	3.66			
Supervision	M	113	4.45	-.703	198	.456
	F	87	4.55			
Fringe Benefit	M	113	3.66	.806	198	.035
	F	87	3.55			
Contingent Reward	M	113	3.67	-.954	198	.699
	F	87	3.81			
Operating Condition	M	113	2.88	-.595	198	.225
	F	87	2.94			
Co-Workers	M	113	4.21	.268	198	.351
	F	87	4.19			
Nature of Work	M	113	4.88	-1.521	198	.284
	F	87	5.03			
Communication	M	113	3.81	-1.079	198	.061
	F	87	3.96			
Overall	M	113	3.92	-.156	198	.424
	F	87	3.94			

* the mean difference is significant at the 0.05 level

4. Discussion and Conclusion

4.1. Job Contentment Based on Dominant Facet

Results from Table 1 indicate that the most dominant factor for job contentment level among academic staffs in UTM is the nature of work facet. The mean score for this factor is 4.95 which is in the high category. Literally, nature of work varies widely from job to job. In teaching profession, it is believed that most academician spend their time dealing with lecture or preparing for lecture. At other time, their work involved interaction with students. This includes arranging consultation hour and appointment with undergraduates or postgraduates, irrespective of the courses they taught and years of teaching experience at the university. At time, they use their hours handling and solving students' problems. Most of them occupy their free moment writing books, articles, conduct research or other academic related job. Some academician may also be responsible for administrative work, if they are involved with administrative post. Spector [7] defines this phase as the pleasure and gratification one gets from doing the job that they love doing which leads to the delight and joy of teaching. Despite the increasing workload due to the increment in enrolment and student intake, results from this study show that academic staffs in UTM are satisfied with their job with the high result under the nature of work facet. In fact, with the RU status gained by the institution, it has not diminished their spirit but eventually further boosted their strength and courage. They seem to enjoy doing work related to their profession irrespective of the growth of job expectation or performance that comes with the new rank and status of the institution. The findings of this study prove that the academic staffs in UTM are highly satisfied with their work, and this indirectly lead to positive feedback and attitude that raise their personal productivity and institution performance. They do not think that their job is time consuming or burdening, and they do feel a sense of pride in doing it. Employee contentment plays an important role in an institution due to its ability to attract and retain experience, trained, skillful and quality workers. This is crucial in ensuring the running and effectiveness of the institution is maximized. Result of this study shows that the nature of work facet of the academic staffs is high, therefore, it is implicitly understood that performance could be high as well. This is reflected in the excellent reputation achieved by the institution for the past few years worldwide. It is assumed that academic staffs in UTM

have high regards of the institution and contribute significantly to the knowledge growth there. They are focus on their work, diligent, motivated and strive to improve productivity. Practically, all of them would be willing to contribute energy, production and continuous output to the institution. Robbins [8] thinks that employees favor job that test the mind as it provides them with the chance to use their expertise and knowledge and proffer self-determination. Locke [9] also believes that an employee will be more satisfied with his work if the job characteristics and work environment is in line with his personal values and work expectations. If the working atmosphere is not suitable for him, it is difficult to achieve job satisfaction. This is also supported by Tietjan and Myers [10] who said that high job contentment will lead to loyalty, confidence and work quality.

4.2. Job Contentment based on gender

T-test analysis was conducted to determine whether gender difference exists among academic staffs in UTM towards job contentment. Table 2 points out that gender does not show any significant result towards job contentment level among academic staffs in UTM. This could be seen clearly from the mean score which is identically quite balance (3.92 and 3.94). Principally, we can conclude that both gender attain similar treatment, receive equal amount of workload and share analogous responsibility as an academician. No gender preference has been practiced in UTM. Therefore, it is not surprising that they accomplished similar satisfaction level during their working period at the institution regardless of gender. This is similar to other studies that found no relationship between gender and job contentment [11, 12, 13, 14, 15]. In contrast, Tasnim [2], in her research in a Bangladesh school found that female teachers are more dissatisfied with their working condition compared to male teachers. They are less than pleased with the masculine culture practiced in their country. The male teachers are usually undermining their colleagues, by claiming that they are not capable of doing and completing task given. The cultural issue could be the main reason why the gender difference can be seen existed among employees in Bangladesh. This contradicts the result of this study, which verifies both gender have chosen the nature of work as the most dominant facet in their job contentment. Both are satisfied with their working environment, loyal to their job and devoted to their profession. They share similar affections for their teaching job and receive equal treatment in UTM. They probably achieve equivalent recognition for their performance, thus are equally contented working in the same institution.

As a conclusion, the finding of this study shows that the dominant facet among UTM academic staff is the nature of work, which is at a high level. It is assumed that efficient and effective management system helps build a comfortable working environment for these employees that facilitate not only the pursuit of individual objective but also the institution's goals. With a harmonious and systematic environment, employees would be more motivated to give their best service to the institution, share their experience and expertise and help trained the students. It is presumed that the UTM employees are literally satisfied with their nature of work, therefore, can carry out their duties responsibly and appropriately. Indirectly, this shall assist UTM in achieving its mission and accelerate quality and productivity.

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