




Psychocentrum Review

ISSN 2656-8454 (Electronic) | ISSN 2656-1069 (Print)
Editor:  Yuda Syahputra

Publication details, including author guidelines

URL: <http://journal.unindra.ac.id/index.php/pcr/about/submissions#authorGuidelines>

Gender Difference and The Predictive Role of Job Tension on Job Satisfaction Among Academic Staff In A Public University

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Article History

Received : 16 November 2020

Revised : 25 January 2021

Accepted : 05 February 2021

How to cite this article (APA 6th)

Kenku, A. A., Fagbenro, D. A., & Opatola, A. M. (2021). Gender Difference and The Predictive Role of Job Tension on Job Satisfaction Among Academic Staff In A Public University. *Psychocentrum Review*, 3(1), 1-9. DOI: 10.26539/pcr.31491The readers can link to article via <https://doi.org/10.26539/pcr.31491>

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Original Article

Gender Difference and The Predictive Role of Job Tension on Job Satisfaction Among Academic Staff In A Public University

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Abstract. The study explored the predictive role of job tension on job satisfaction as well as investigates the gender difference on job satisfaction among academic staff in Nigeria. Using job demands–resources model as a theoretical framework, this study examined job tension on job satisfaction among selected academic staff of Nasarawa State University, Keffi. Participants were 75 (48 males and 27 females) academic staff with a mean age of 42.11 (SD of 4.12) recruited from six faculties in the university. Data were analyzed using simple linear regression and t-test for independent sample analysis. Results showed that job tension predict job satisfaction among academic staff. Also, female academic staff has higher level of job satisfaction than the male academic staff. The findings suggest that industrial and organisational psychologists should redesign academic job roles in such a way that it will devoid of stressful and tension socked pressure which will have positive implication for better job satisfaction among academic staff.

Keywords: Job satisfaction, job tension, gender, academic staff, university

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Introduction

The study of job satisfaction has continued to attract much research interest by ample of industrial and organizational scholars and researchers especially in the developed nation and emerging country like Nigeria. This concern interest is the essential nature of the concept (Al-Hanhanah & Al-Hareth 2019) and the enormous benefits associated with employees' job satisfaction (Akinwale, & George 2020). For instance, research have shown that job satisfaction is linked with positive behavioral outcomes at work such as high productivity, customer satisfaction, customer experience at work and increased job commitment (Manzoor, Usman, Naseem, & Shafiq 2011; Venkataraman, & Ganapathi 2013; Vadivu 2017; Akinwale, & George 2020). Research has also linked job satisfaction to high individual wellbeing and better decision making on intention to leave the organization or staying (Ugwa, Muhammad, & Ugwa 2014). Despite the benefit of job satisfaction in an organization, some scholars have also argued that low job satisfaction can decrease employee production, and also resulted to negative behaviour i.e absenteeism, turnover intentions and job stress (Dupre & Day, 2007; Chandraiah, Agrawal, Marimuthu, & Manoharan, 2003; Obawole, Ayinde & Sodipo 2019). Studies on the predictors of employees job satisfaction (e.g., Danish, Shahid & Ali 2015;

Ineme, Akinloye, Ineme, & Osinowo 2016; Dagogo 2018; Obawole, Ayinde & Sodipo 2019; Inegbedion & Harry 2020) have shown that work related factors such as (pay satisfaction, quality of work life, self-efficacy, personality, perceived occupational stress, shift work, workload balance) play significant roles in employees job satisfaction. However, the roles of work tension on job satisfaction remain sparse in the literature. Therefore the present study examined the psychological predictor of job satisfaction by examining work tension as predictor of job satisfaction among a sample of university staff in Nigeria.

Using job demands–resources (JD-R) model (Bakker & Demerouti, 2007) as a theoretical standpoint, JD-R model posits that physical and mental exhaustion develops, regardless of the type of occupation, when certain job demands are not compatible with certain job resources (Bakker, Demerouti, & Euwema, 2005). Drawing upon this premise, we argue that university staff faced with job strain (e.g., work overload) without corresponding job resources may negatively affect their level of satisfaction on their job. This study contributes to extant research in a number of ways. First, the study contributes to research where work related factors have been examined as predictors of employees’ job satisfaction (Ineme, Akinloye, Ineme, & Osinowo 2016; Dagogo 2018; Obawole, Ayinde & Sodipo 2019) by including job tension as potential predictors of job satisfaction among university employees. Second, by testing this assumption, this study offers new theoretical insights on how job strain on job satisfaction can be reduced. The study advance previous research, which primarily relied on the Herzberg’s Theory of Motivators and Hygiene Factors (see Herzberg (1967), by integrating JD-R model and examine how it accentuates the effect of job strain on job satisfaction. Third, studies (e.g Adeniji, 2011; Onuoha, Samuel, & Ojo 2014; Ineme, Akinloye, Ineme, & Osinowo 2016; Asogwa, et.al 2018; Idiegbeyan-Ose, Aregbesola, Owolabi, & Eyiolorunshe, 2019) done in the academic setting in Nigeria have either focused on job satisfaction among academic staff or non-academic staff in a private university and colleges of education with little or no study on academic staff in public university. This study improves on past studies by using data from a sample of academic staff in a public university in Nigeria. Conducting this study among academic staff in Nigeria University is timely and necessary because of the important of this set of workers to students’ intellectual growth and university development; hence the need to make their job satisfaction a priority becomes important. Over the years, cursory observations by the researchers’ shows that there has been incessant strike and agitations embark by this group of workers to the government which has continued to justify that this set of worker are not currently satisfied with their job. Therefore, the study would suggest a novel and unique way of how stressful aspects of job can be redesigned in such a way that it will improve job satisfaction among this important set of workers in the university system.

Literature Review

Job satisfaction

Scholars have defined job satisfaction over the years in various ways, one popular definition given by Locke (1976) where he defined job satisfaction as a pleasurable state as a result of the evaluation of one’s job experience. Obawole, Ayinde and Sodipo (2019) defined job satisfaction as level of pleasure gained by an employee from his or her overall job. Vadivu (2017) in his own definition of job satisfaction as a person’s feeling of satisfaction on the job, which serves as a drive to work. According to Riaz, Ahmad Riaz, Murtaza and Khan (2016) they defined job satisfaction as how a person’s feels confident about their work and how much their work are different. Job satisfaction is simply the fulfillment enjoyed by employees about their present career. A satisfied employee at all time is always with the job and perceives the job as the best career path (Stoner, Freeman & Gilbert, 2013). Job satisfaction can be operationalised as global and multidimensional construct. On a global level Odedokun (2018) consider job satisfaction is as an employee’s overall satisfaction with his or her job. Job satisfaction as a multidimensional construct involve pay, supervision, company policy and the nature of the work. Job satisfaction can come in form of intrinsic and extrinsic. Intrinsic job

satisfaction is things that internally make people to be happy in their job while extrinsic job satisfaction is external things that make people to be satisfied at work (Hirschfeld, 2000). Studies (e.g Venkataraman, & Ganapathi 2013; Vadivu 2017; Akinwale, & George 2020) have showed that job satisfaction has impacted physical health and wellbeing which have the capacity to reduce absenteeism of an employee and turnover rate in an organization. Extant literature showed that personal characteristics and work related variables are factors affecting employee's job satisfaction (Dagogo 2018; Obawole, Ayinde & Sodipo 2019; Inegbedion & Harry 2020). However, despite the important of this past studies to this area, little or no study is known about job tension on job satisfaction especially among academic staff in Nigeria.

Apart from job tension, job satisfaction of academic staff could also be influenced by their gender. Gender is either a male or female. It includes psycho-cultural roles meant for males and females (Fapohunda, 2014; Odedokun, 2015; Ogungbamila & Fajemirokun, 2016). Studies on the role of gender on job satisfaction have yielded inconsistency findings, while some studies such as (Fapohunda, 2014; Odedokun, 2015) found that female have better job satisfaction, however some studies (Agbor, Ebeh, Nwankwo & Agu 2014; Gesinde & Adejumo 2012; Crossman & Harris 2014) all found no gender difference on job satisfaction. It is therefore important to contribute in this debate by investigating the role of gender on job satisfaction especially among academic staff.

Job tension and Job satisfaction

The concept of job tension has received little concern in the literature, for instance Richardson and Rothstein (2008) defined job tension as work-related factors which affect employees' psychological condition from the normal usual performance of an individual. A condition when a person is faced with threat without no capacity or resources to handle this threat is often termed tension. Studies linking job tension on job satisfaction is relatively scarce in the literature, for instance Yasarathne, Nishanthi and Mendis (2018) examined job tension on job satisfaction. The study found that job tension is significantly correlated negatively with employee job satisfaction. Hans, Mubeen, and Saadi (2014) examine the role of job tension on job satisfaction among headmasters in Muscat, Sultanate of Oman. The result showed that job tension has positive link with job satisfaction. Also, Ofoegbu and Nwadiani (2006) found that lecturers in Nigerian universities are prone to high tension which invariably affects their job satisfaction. Studies have also linked job stress which is an element of job tension on job satisfaction. For instance, Obawole, Ayinde and Sodipo (2019) in their study among 185 police officer in Osun state found that perceived occupational stress significantly influenced job satisfaction. Oginyi, Mbam, Nwoba and Nwankwo (2018) in a study on 300 primary school teachers in Ebonyi State found positive link among occupational stress, work engagement and work environment and job satisfaction.

Asuquo, Akpan-Idiok and Ijabula (2017) found job demands as stressful factors that contributed significantly to nurses' job satisfaction. Vadivu (2017) revealed that there is a significant association among occupational stress and job satisfaction among textile managers. Essiam, Mensah, Kudu and Gyamfi (2015) investigate the influence of job tension on job satisfaction among employees of a public university in Ghana. Findings indicated that job tension influence job satisfaction. Danish, Shahid, Aslam and Ali (2015) found that pay satisfaction and job stress have joint role on job satisfaction among the sampled respondents. Based on the reviewed studies, we hypothesize that:

1. Job tension will have significant prediction on job satisfaction among academic staff
2. Female academic staff will report higher job satisfaction than male academic staff.

Gender and Job satisfaction

Job satisfaction may be viewed in various ways which varies on one's gender. Gender defines an individual status of being either a male or female. Studies on gender on job

satisfaction have shown that female employees have higher level of job satisfaction than the male employees (Iroegbu 2015). Perrie and Baker (2015) found that female teachers have better satisfaction than their male counterpart. Malik (2011) in his own study examining 120 female faculty members and found female teachers have higher job satisfaction than their male counterpart. Ineme, Akinloye, Ineme and Osinowo (2016) in their study found that female have better job satisfaction than their male counterpart. In another vein Olorunsola (2010) found that male workers are satisfied than female administrative staff. Agbor, Ebeh, Nwankwo and Agu (2014) also revealed that gender had no effect on job satisfaction. In the study done by Gesinde and Adejumo (2012) they also revealed that there is no difference between gender and job satisfaction. Crossman and Harris (2014) found no gender difference on satisfaction levels. Sadeh and Tourani (2013) found that male and female employees' did not differ on their job satisfaction. Research on gender on job satisfaction have yielded inconsistency in the literature and even study on gender on job satisfaction especially among academic staff in Nigeria is relatively scarce in the literature.

Method

The study adopted a descriptive survey design method. This is because a structured questionnaire was used to generate and make inferences from data that was collected from a representative sample of the study population. In addition, variables were not manipulated by the researchers' in the study. The independent variable is job tension while the dependent variable is job satisfaction.

Participants

A Purposive sampling technique was used to select 75 respondents from six faculties in Nasarawa State University, Keffi, Nigeria. In terms of gender, 48(64.0%) were males while 27(36.0%) were females. Respondents' age ranges between 35years to 55years with a mean age of 42.11 and SD of 4.12. Their level of education showed that 23(30.7%) have B.sc, 23(30.7%) have M.sc while 17(22.7%) have PhD. With respect to religion, 53(70.7%) were Muslim, 22(29.3%) practice Christianity. In terms of marital status, 14(18.7%) were single, 59(78.7%) were married while 2(2.7%) were divorced. Lastly, their rank revealed that 46(61.3%) were assistant lecturer, 12(16.1%) were lecturer II, 9(12%) were lecturer I, while 8(10.7%) were senior lecturer.

Materials and Apparatus

Job satisfaction

This was tapped using the 20 items Minnesota Satisfaction Questionnaire (MSQ), developed by Weiss, Dawis, England and Lofquist (1967). The scale was scored on a 5-point Likert scale of very satisfied (1) to very dissatisfied (5). Sample on the items include "on my present job, this is how I feel about" and "Being able to keep busy all the time". Weiss and colleagues (1967) reported test-retest reliabilities coefficients of .89 at one-week interval and .70. In Nigeria, Mogaji (1996) found a 10-week test-retest reliability coefficient of .71. In this study a reliability coefficient of .85 and a split-half reliability of .78 were obtained. Scores ranges from 20-100 with scores higher meaning job satisfaction.

Job tension

The construct was measured using the 15 item Job-related Tension Scale (JTS) developed by Kahn, Wolfe, Quinn, Snoek, and Rosenthal (1964). Sample items of the scale include "feeling that you have little authority to carry out the responsibilities assigned to you" and "being unclear on just what the scope and responsibilities of your job are" The scale was

scored on a five point scale ranging from 1= never to 5=nearly all the time. In Nigeria, Mase and Aondoaver (2014) reported a reliability of .72 for this scale. In this study a reliability of .79 was reported for this scale.

Procedures

Permission for the study was obtained from the university management. The researcher briefed the respondents regarding the rationale of the study. The participants who consented were given assurance of confidentiality and anonymity of their identities and responses. The participants were also informed of their right to discontinue from the study at any specific point in time if they felt uncomfortable. A total number of one hundred (100) questionnaires were distributed across the faculties of the academic staff at different point in time. Of the 100 questionnaires distributed to the participants, 87 were returned. However, In the process of screening, 75 questionnaires were found useful which was used for data analysis, which gave a response rate of 71%.

Design or Data Analysis

Collected data were done using the descriptive statistics which was used to describe respondent's characteristics. The inferential statistics was used to test the hypotheses in the study. Simple linear regression was used to test hypothesis one while t-test for independent sample was used to test hypothesis two.

Result

Hypothesis 1: There will be significant prediction of job tension on job satisfaction among Academic Staff of Nasarawa State University, Keffi. This hypothesis was tested using simple linear regression which was presented in Table 1.

Table 1. Simple Linear Regression summary table showing the predictive role of job tension on job satisfaction

Variable	<i>B</i>	<i>SE</i>	β	<i>t</i>	<i>p</i>	<i>R</i> ²
(Constant)	10.79	1.30		8.28	0.00	0.61
Job tension	3.45	1.22	0.78	15.70	0.00	

F(1,74)=146.59,p<.05)

The result of data analysis above revealed that job tension significantly predict job satisfaction among academic staff ($R^2= 0.61$, $F(1,74)=146.59$, $p<.05$). The $R^2= 61$ revealed that job tension gives 61% of the variance in job satisfaction while 39% could be due to extraneous variable not accounted for in this study.

Hypothesis 2: Female academic staff will report higher job satisfaction than male academic staff. The hypothesis was tested using Independent sample t-test in Table 2.

Table 2. Summary Results of the Difference between Male and Female on Job Satisfaction of University Academic Staff

	Gender	N	M	SD	df	t	p
	Male	48	53.79	7.78			
Job satisfaction					73	-2.03	<.05
	Female	27	55.07	10.27			

Table 2 shows that there is a gender variances in job satisfaction among academic staff ($t = -2.03$; $df = 73$; $p < .05$). The result implies that females academic staff ($M = 55.07$; $SD = 10.27$) significantly reported higher job satisfaction than their males counterpart ($M = 53.79$; $SD = 7.78$).

Discussion

This present study contributes to the body of knowledge by examining the predictive role of job tension on job satisfaction among public university. Consistent with the first hypothesis, we found that job tension have significant prediction on job satisfaction among academic staff. The study findings was in line with Yasarathne, Nishanthi and Mendis (2018) who found that job tension is significantly correlated with employee job satisfaction. Also, the study findings was also in line with Hans, Mubeen, and Saadi (2014) who found that job tension has positive relationship with job satisfaction. Also, the study findings was similar with Ofoegbu and Nwadiani (2006) who found that lecturers are prone to high tension which affect their job satisfaction. This finding supports previous studies (e.g., Asuquo, Akpan-Idiok and Ijabula 2017; Oginyi, Mbam, Nwoba & Nwankwo 2018; Obawole, Ayinde & Sodipo 2019) who all reported that job stress an element of job tension have influence on job satisfaction. The justification why this finding was so is because academic staff often time are faced with different challenges such as pressure to submit exam score, supervisory role coupled with other administrative duties, all this fused together brings job tension which invariably make most academic staff to perceive their job as un-satisfactory to them.

The second hypothesis found that female academic staff has better job satisfaction than male academic staff. This study finding corroborates with findings of (Iroegbu 2015; Perrie & Baker 2015; Ineme, Akinloye, Ineme and Osinowo 2016) found that female employees have higher job satisfaction than male employees. The rationale why this study findings was so is because female academic staff might have gotten better treatment in assigning assignment of academic duties which might have make them have less stressful and tasking duties to do, and this could have make them report better job satisfaction than their male counterpart who might not be privilege. Also, the possibility that some female academia get additional tangible and un-tangible support from their spouses and others people might make them to be satisfied with their job than their male counterparts.

Conclusion

The present study has being able to add to literature on the predictive role of job tension on job satisfaction as well as the influence of gender on job satisfaction in a public university in Nigeria. Based on the findings of the study, we concluded that job tension have predictive role on job satisfaction of academic staff. It was also concluded that female academic staff have better job satisfaction than their male counterpart. Based on this finding, the study implies that

for academic staff to have a better job satisfaction, the tension on the job needs to be reduced or minimize in such a way that it will enhance positively their job satisfaction. We therefore recommended that university management should recruit the services of industrial and organizational psychologists to redesign academic job roles in such a way that it will devoid of stressful and tension soaked pressure which will have positive implication for better job satisfaction among academic staff. The study also recommends that university management should give more support especially to male academic staff in order to improve their job satisfaction.

Theoretically, the findings lend supports to demands–resources (JD-R) model (Bakker & Demerouti, 2007) in explaining how job tension predicts job satisfaction. This study suggests that academic staff faced with demanding and highly tension duties without enough resources often have low job satisfaction. Drawing upon the tenets of demands–resources (JD-R) model, this might be due to the fact that when there is high demand on the job without resources to relieve the demand, it makes it difficult for academic staff to manage, control, and cope which makes them worry and invariably lead to low job satisfaction. This study also builds on demands–resources (JD-R) model by incorporating job tension as important demand that can explain variance in job satisfaction among academic staff.

Limitation and future directions

Just like any other studies, the study has some limitations. First, the sample size used in this study is small; hence generalizing the result findings to other academic staff in Nigeria should be taken with restraints. The small sample size used for this study might testify the stressful and tension pack nature of academic staff job which make collecting the questionnaire time consuming and challenging. Second, the scanty literature on job tension on job satisfaction was also another limitation for the study. Thus, future studies should increase the sample size used in this study for better result generalization to other academic staff in Nigeria. Also, future studies should also explore more psychosocial variables i.e socioeconomic status, resilience and personality types on job satisfaction and finally, introduction of qualitative method will also improve study of this nature.

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