

# **WORK VALUES AND JOB SATISFACTION AMONG ACADEMICIAN IN PUBLIC AND PRIVATE UNIVERSITY**

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## **ABSTRACT**

In an organization, work values play an important role to enhance work attitudes and performance among employees. In terms of academician, the implement of work values can help to increase academician's level of satisfaction and also producing excellent achievement that fits with current globalization of technology. Previous studies stated that there are two common types of work values in organization which are terminal and instrumental values. Terminal and instrumental work values among academician helps organization to enhance

productivity. Hence, work values become a good contributor in achieving the goals of organization and to increase the level of job satisfaction among academicians. Therefore, the aim of this preliminary study is to identify the levels of job satisfaction among academicians. This study also identifies the differences of work values between academicians at Public and Private University in Malaysia. In addition, this study examines the effect of work values on job satisfaction among academic staff. The study utilized Work Values Inventory and Job Satisfaction Scale to measure academicians work values and job satisfaction. The total of 100 of public and private university academicians become a respondent of this study. The findings shows that the level of work values among academic staff in public and private university are moderate and there are no differences of work values between these universities. The findings also provide the empirical evidence that shows the effect of work values on job satisfaction among academic staff in Malaysia.

**Keywords:** work values, terminal values, instrumental values, job satisfaction

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## 1. INTRODUCTION

Due to the rapid development in higher education, universities become one of the institutions that face a lot of changes and transformation to enhance their skill and performance towards international standard. Universities not only facing the changing of traditional academic role but at the same time also involve in the changing of working condition and response to new demands of technology (Mapasela & Hay, 2006). Hence, universities had to rethink, rewrite and redesign all their qualifications, curriculum and modules (Mapasela & Hay, 2006) in order to fix with current transformation and globalization. With this, strengthening universities is a key element in national efforts to build a knowledge-based economy (Austin, et al., 2014), encouraging the establishment of centre of knowledge and developing innovative and ethical individuals.

Together with the growth of globalisation, Malaysian educational institutions also face a lot of changing and transformation. There are an increasing number of public and private universities that have been established to raise the education standard of the nation. According to the Malaysian Qualifications Register's (MQR) website, currently there are 31

public universities and 65 private universities and college universities in Malaysia (MQR, 2015). All of these public and private universities in Malaysia have carried out various efforts to increase and upgrade their status as a centre of excellence in education not only locally but also internationally. Academicians as major employees in public and private universities are facing intense challenges due to the need to transform and revolutionise the quality of their work. Due to that, academician may face more problems in their job as a lecturer and at the same time face competition pressure due to the rapid development in Malaysian educational sector (Mohd Kamel, 2009). Understanding the work values of academicians helps universities to understand how to structure jobs, working conditions, compensation packages, and human resource policies to enhance academician's satisfaction and performance in universities.

At the same time, previous research in this area of study also indicated that good work values can help in increasing the level of job satisfaction (Ho, 2006; Froese & Xiao, 2012; Lim, 2010). According to Filiz (2014), job satisfaction is generally related with life satisfaction and can directly affect social, physical and mental health of

individuals. Job satisfaction is also related to the key factor that leads to recognition, income, promotion, and achievement of other goals that lead to a feeling of fulfilment (Aziri, 2011). The role of public and private universities that emphasizes more on fulfilling academicians need and desire in work values, either internally or externally, can be the best indicator of job satisfaction enhancement. In addition, according to Anderson (2001), job satisfaction is influenced by both intrinsic and extrinsic motivational factors, which are also referred to as the work values. Thus, previous research also agreed on the important role of work values as a one predictor that contributes to enhance job satisfaction (Adeyinka, Anyeni & Popoola, 2007; Arciniega & Gonzalez, 2005).

In sums, this study will be focusing on academicians at public and private universities in Malaysia as both of these sectors play important roles in enhancing national development, encouraging the establishment of centre of knowledge, and developing innovative and ethical individuals. Therefore, this paper also will focus on investigating whether there are any differences in terms of work values among academics at the public and private universities as well as the effect of work

values on job satisfaction in Malaysian context.

## **2. LITERATURE REVIEW**

### **2.1 The conceptualization of work values**

The term of values was firstly introduced by Rokeach (1973) that refers to the human needs and desire towards any situation in their life. According to previous researchers, work values are one of the subsets from overall human values that can also be recognized in organization (Ying Liu & Yong Lei, 2012). Previous researchers also reviewed the various concepts to explain work values in organisation (Spitzmuller, Van Dyne, & Ilies, 2008). The most well-known classification of work values is described by Super (1970). Super (1970) suggested fifteen dimensions of work values that can help in understanding the values of students, customers or employees, and help individuals to identify their goal and establish a variety of training systems. These fifteen dimensions of work values have been divided into three categories, which are intrinsic (terminal values), extrinsic (instrumental values), and concomitant values (Robinson & Betz, 2008).

Meanwhile, Ho (2006) argued that work values are divided into two which are terminal values and instrumental work values. In line with Ho (2006), Hirschi (2010) also agreed that work values can be divided into two which are terminal and instrumental work values. These two types of work values have been applied to the

majority of researchers to explain the concept and instruments and measure work values in organization. Therefore, this study adopted these two dimensions of work values based on Ho (2006). Table 1 below shows and explain the details description about these dimensions:

**Table 1: Dimension of terminal and instrumental values**

Types of work Values	Dimension	Details
Terminal Values	Self-growth tendency	The degree of important which an individual focusing on acquiring new knowledge, self-growth, enhance creativity and promoting personal development during the course of their work.
	Self-realisation tendency	The degree of important which an individual places on fulfilling their lifelong goals, application of personal talent, improving quality of life and enhancing their social welfare during the course of their work
	Self-esteem tendency	The degree of important which an individual places on a sense of personal achievement, self-recognition and autonomy, respect from others and senior management during the course of their work.
Instrumental Values	Social Interaction tendency	The degree of important which an individual's places on achieving and excellent level of social interaction and sharing their daily emotional experiences with colleagues and superiors, as well as establishing harmonious social relations with others during the course of their work.
	Security and economic tendency	The degree of important which an individual places on reaching reasonable economic security through holistic organizational system, to satisfied their sense of security during the course of their work.
	Stability and Freedom from Anxiety tendency	The degree of important which an individual's places on regularly and stably performing this job without tension, anxiety, chaos or fear.
	Recreation, health and transport tendency	The degree of important which an individual's places on attaining sufficient physical energy, healthy and availability of convenient traffic transport options during their work.

In summary, previous research have their own definitions and dimensions to investigate work values among employees. This study adopts work values dimensions

## **2.2 Previous study related to work values and job satisfaction**

According to the literature, employees in both public and private sectors have differences in terms of their work values. Previous research in work values has found that the employees in public and private sectors have their own perceptions, needs, and desires towards the value of their work (Lyons, Duxbury, & Higgins, 2006). Generally, private sector employees focus more on external factors in work values, such as good payment and salary (Kumar & Koh, 2011; Lyons, et al., 2006), while public sector employees focus more on internal factors in work values, such as motivation and job security (Makhbul, Rahid, & Hasun, 2011). In education institutions, both public and private universities also have differences in terms of their work characteristic. In Public Universities, work characteristic is related to the work environment that focuses on research because quality research is important for

by Ho (2006) to measure work values among academicians in Malaysian public and private university.

Public Universities (Mohrman, et al., 2008). Academicians from the Public Universities are important for effective public administration and they also play the biggest role in realising Vision 2020 (Rusli, Azman, & Wan Khairuzzaman, 2007). On the other hand, academic staffs in Private Universities are important in generating the profits for the country. Private Universities also make the best efforts in collecting and mobilising resources investment as well as enhancing skills and technical and management expertise together with the public universities (Benjamin, Yeoh, Lim, & Osman, 2010). These differences in work characteristic may influence differences among the employees in terms of their needs and desires towards work values. Other than that, Sonmezer and Eryaman (2008) also conducted a research on work values differences among 602 public and 427 private school teachers. Their finding indicated that there were differences in work values between private and public school teachers in terms of salary, social ranking,

reputation, ability in using skills, and creativity.

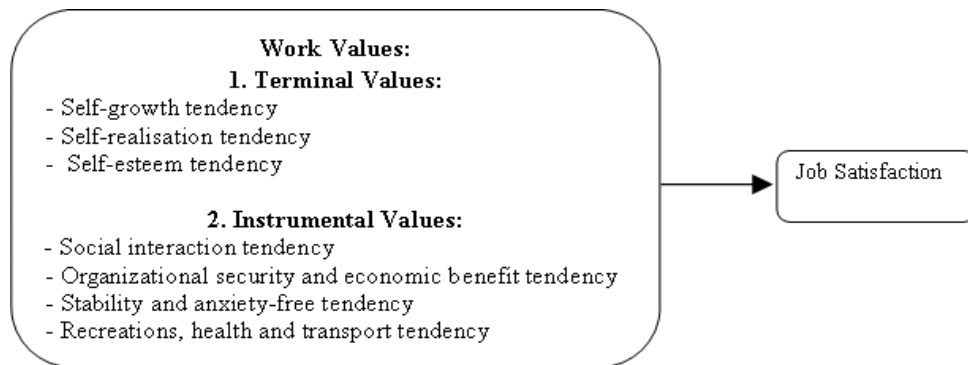
In additions, previous researchers have found that work values have a significant relationship with work-related attitudes among employees in organisation (Froese & Xiao, 2012; Mangansakan, 2005). Review from previous research states that both instrumental and terminal work values can affect employee's work-related attitude (Bhatia, Deep, & Sachdeva, 2012) such as job satisfaction (Riketta, 2008). Previous research on instrumental values (e.g. high income and job security) among nurses had shown a significant relationship with job satisfaction (Daehlen, 2008). Profeli and Mortimer (2010) also conducted a longitudinal study among the student showed that there are significant relationship between intrinsic work values and job satisfaction over time. A research by Froese and Xiao (2012) also agreed that there are significant relationship between work values and job satisfaction. In addition, research by Liao and Chen (2012) among 471 staffs from notebook testing department also showed that there was a positive correlation between work values and job satisfaction. In addition, employee also has their own individual differences toward their relationship with others, working

environment and leadership style in order to identify the factor that enhances their satisfaction.

The relationship between work values and job satisfaction also has been supported by theories from scholar in this area of study. Famous motivation theory by Herzberg also provided the holistic explanation about the role and impact of intrinsic and extrinsic work values on human motivation and attitude. Herzberg's theory argues that high level of satisfaction is related to the job content and psychological needs such as status, self-actualisation, growth, and achievement. Herzberg concludes that satisfaction and dissatisfaction are not on the same continuum. As a result, he argues that motivational factors can cause satisfaction or dissatisfaction, while hygiene factors cause dissatisfaction when absent.

In conclusion, positive work values among academicians in both public and private Universities are important to increase their level of job satisfaction. In addition, according to Froese and Xiao (2012), giving more attention on work values helps to develop the human resource management system that is able to attract job satisfaction among employees.

### 3. RESEARCH FRAMEWORK



**Figure 1: Research Framework**

### 4. RESEARCH OBJECTIVES

This study intends to investigate the level of job satisfaction among academicians at public and private universities in Malaysia. This study also intends to examine the differences of work values between academicians at public and private Universities in Malaysia and lastly to identify the effect of work values on job satisfaction among academicians at public and private Universities in Malaysia.

### 5. METHODOLOGY

#### 5.1 The Population, Sample and Instruments

Since this proposed research aims to investigate the effect of work values among academics, a population in this research refers to the academicians at public and

private universities in Malaysia. Since this study is a preliminary study, the total number of respondents is smaller than the actual study. The totals of 100 academicians from public and private Universities in Malaysia become respondents of this study. The data was collected through questionnaire that consists of three major parts, which are demographic or personal details of the respondents, work values and job satisfaction. All the items were self-rated that based on self perception. A 49 items scale measuring work values was adopted from Wu et al., (1996) Work Values Inventory (WVI). The research by Wu et al., (1996) and Ho (2006) found that this instrument has high reliability with the coefficient alpha ranges from 0.79 to 0.94. There are no reverse-core items and a

response to each item is made on a 5-point Likert scale ranging from 1 as not important to 5 as very important. Otherwise, job satisfaction among academicians will be measured using job satisfaction sub-scale of COPSOQ that was developing in 1997 and the scales have good reliability (Kristensen, et al., 2005). Reliability test for all of this scales in pilot study are acceptable with Cronbach's Alpha 0.98 for Work Values Inventory and Cronbach's Alpha 0.88 for Job Satisfaction. Statistical Package for Social Sciences (SPSS version 16) was used to generate the result. Descriptive analysis will be utilised to measure the level of variables. The data will be presented in the form of mean, median, mod, percentage and frequency. The researcher will conduct correlation and regression analysis for each variable to identify the pattern of relationship and effect between variables.

## **6. RESULT**

### **6.1 Demographic data of respondent**

In this study, there are 50 males (50.0 percent) and 50 females (50.0 percent)

### **6.2 Level of job satisfaction among academician in Public and Private University**

Table 2 below demonstrates the level of job satisfaction among academicians at Malaysia public and private university.

academicians in the sample, giving a total of 100 respondents. Respondent in this study also divided into four ethnic group which are 60 Malay (60.0 percent), 25 Chinese (25.0 percent), 12 Indian (12.0 percent) and 3 respondent (3.0 percent) from others ethnics. In addition, in terms of age, mostly respondent in this study are above 40 years old (45 respondent) and only 11 respondent that age around 25 to 30 years old. Majority respondent also had been married which are total 71 academic staff (71.0 percent) from overall respondent in this study. Since this study focusing on public and private academicians, respondent in this study involved 50 academicians (50.0 percent) from private university and 50 academicians (50.0 percent) from public university. Majority respondent also from position as lecturer (45 respondents) and only 9 respondents is Professor. In terms of level of education, there are 51 respondent with Master holder and 49 respondents with PhD holder. Lastly, the respondents in this study also mostly had work tenure more than 10 years.



**Table 2: The level of job satisfaction among academicians in Malaysia Public and Private University**

Types of University	Mean Score	Level of Satisfaction
Public University Academicians	3.52	Moderate
Private University Academicians	3.49	Moderate
Overall Academician in Malaysia	3.51	<b>Moderate</b>

As stated in Table 2, academician at public university shown the moderate level of job satisfaction with the total mean score 3.52. At the same time, the finding also found the moderate level of job satisfaction

among academician at Malaysia private university. Overall, the level of job satisfaction among academician in Malaysia public and private university in the moderate level with total mean score 3.51.

**6.3 Differences of work values among academician in Malaysia public and private university**

Table 3 below show the differences of work values among academicians at public and private university.

**Table 3: Differences of Work Values among Academicians at Public and Private Universities**

Element	Types of University	N	Mean	Df	t-Test	Sig.
Terminal Values	Public	50	3.82	98	-1.22	0.22
	Private	50	3.98			
Instrumental Values	Public	50	3.82	98	-1.91	0.06
	Private	50	4.08			
Overall Work Values	Public	50	3.82	98	-1.63	0.11
	Private	50	4.03			

**\*The mean difference is significant at values p<0.0**

Result from t-test in Table 3 shown that there are no significant differences between academicians at public and private

universities in terms of their work values either terminal or instrumental values.

**6.4 Relationship between work values and job satisfaction**

Table 4 below demonstrates the inter-correlation between variables in this study which are terminal values, instrumental values, overall work values and job satisfaction.

**Table 4: Inter-correlation between the study variables (N=100)**

Variables	Mean	SD	Terminal Values	Instrumental Values	Overall work values	Job satisfaction
Terminal Values	3.91	0.67	-	0.848**	0.960**	0.526**
Instrumental Values	3.95	0.69	0.848**	-	0.962**	0.392**
Overall work values	3.93	0.66	0.960**	0.962**	-	0.476**
Job satisfaction	3.51	0.69	0.526**	0.392**	0.476**	-

\*Correlation is significant at the 0.01 level (2-tailed).

Based on the results in Table 4, respondents reported moderate mean scores of terminal values, instrumental values, overall work values and job satisfaction. The result also indicated that there are significant relationship between work values and job satisfaction. There was a moderate relationship between terminal values and job

satisfaction ( $r=0.526, p<0.01$ ). Compared to terminal values, result show that there are low relationship between instrumental values and job satisfaction ( $r = 0.392, p<0.01$ ). For overall work values, the result also show the significant moderate relationship ( $r = 0.476, p<0.01$ ).

### 6.5 The effect of work values on job satisfaction

Table 5 presents the finding of linear regression to assess the effect of work values dimension on job satisfaction.

**Table 5: The effect of Work Values on Job Satisfaction**

Variables	Standardized coefficients Beta ( $\beta$ )	Sig.	R <sup>2</sup>
(Constant)		0.000	
<b>Terminal Values:</b>			
- Self-growth tendency <sup>a</sup>	0.044	0.775	
- Self-realisation tendency	0.198	0.141	
- Self-esteem tendency	0.528*	0.001	
<b>Instrumental Values</b>			
- Social Interaction tendency	0.043	0.769	
- Organizational security and economic benefit tendency	-0.077	0.606	
- Stability and anxiety-free tendency	-0.002	0.992	
- Recreations, health and transport tendency	-0.193	0.136	
<b>R<sup>2</sup></b>			0.358

\*p value <0.05 (two-tailed)

a.predictors: Work values dimensions

b.dependent variable: Job satisfaction

Based on Table 5, there are seven dimensions of work values that can contribute to the job satisfaction among academicians. The model tested is significant ( $P < 0.05$ ). The regression

## 7. DISCUSSION AND CONCLUSION

In terms of the level of job satisfaction among academicians in Malaysia public and private university, researcher refers to the Table 2 in this study. Academicians in both public and private university had shown the moderate level of job satisfaction. This result is consistent with previous findings on general level of job satisfaction among academicians. Previous study among academicians in Malaysia found the moderate level of job satisfaction (Voung & Duong, 2013; Fauziah & Kamaruzzaman, 2009).

Previous research in this area of study also shows that there are differences of work values among employees in public and private sector (Lyons, Duxbury, & Higgins, 2006). In this study that focused on academicians, there are interesting finding because the result shows that there are no differences of work values among these respondents. Result from t-test in Table 3 showed that there are no significant

analysis shown that one of the Terminal work values dimension which is self-esteem tendency contribute to the job satisfaction at the significant level at values ( $\beta=0.528$ ,  $p < 0.05$ ).

differences between academicians at public and private universities in terms of their work values either terminal or instrumental values. Result from this study showed those academicians in Malaysia public and private university share the same work values even though dealing with different work environment. That result may be related to the aims and vision of both universities. This is because both academicians in public and private university in Malaysia share the same vision and mission to enhancing the quality of educations. As stated before, public and private university in Malaysia also share the same vision in making the best efforts in collecting and mobilising resources investment as well as enhancing skills and technical (Benjamin, Yeoh, Lim, & Osman, 2010).

In this study, the relationship between work values and job satisfaction was investigated by using Pearson Correlation. Based on the Table 4, there was a moderate relationship between terminal values and job

satisfaction ( $r=0.526$ ,  $p<0.01$ ). Compared to terminal values, result showed that there are low relationship between instrumental values and job satisfaction ( $r = 0.392$ ,  $p<0.01$ ). For overall work values, the result also showed the significant moderate relationship ( $r = 0.476$ ,  $p<0.01$ ). This result also consistent with previous research that also found there are significant relationship between work values and job satisfaction among employees in organization (Sonmezer and Eryaman, 2008; Profeli and Mortimer, 2010).

In order to identify the effect of work values on job satisfaction among academicians in Malaysia public and private university, researcher performs the Regression Analysis. There are seven dimensions of work values (refer Table 5) that can contribute to the job satisfaction among academicians. The regression analysis showed that one of the terminal work values dimension which is self-esteem tendency contribute to the job satisfaction at the significant level at values ( $\beta=0.528$ ,  $p<0.05$ ). This result indicated the important of fulfillment the need of self-esteem among academicians in Malaysia to enhance their job satisfaction. This is because higher self-esteem involves individual willingness to find the courage to do new thing that can

lead them to make the right decision in their life (Ghafari & Samii, 2013). Among academicians, self-esteem can help them to improve their individual need of achievement such as gaining self confident and having total power of control while working. Previous research among academicians also agreed that self-esteem become one of the good predictor to enhance job satisfaction (Ghafari & Samii, 2013; Ahmed, 2012). This value of beta also shows the positive rate of change by dependent variables. R square values (0.358) in this result shown that only 35.8% change is caused by work values which is self-esteem tendency to job satisfaction. It can be concluded that there must be some other variables (64.2%) that are not investigate in this study and can give contribution at a significant level to job satisfaction.

As a conclusion, work values play an important role to enhance job satisfaction among employees in organization such as academicians. In Malaysian public and private university, work values play an important role in enhancing academicians's satisfaction especially by focusing on self-esteem tendency. Academicians in Malaysia also reported the moderate level of job satisfaction. Academicians will enhance their job satisfaction when university fulfils

their needs in terminal and instrumental values. Hence, work values, which are common and important values at the workplace, are also always related to the employee development and achievement (Ying Liu & Yong Lei, 2012). In addition, since this study had been carried out in Malaysia, it extends the knowledge and research related to influences of work values on job satisfaction especially among academicians in Malaysia. Lastly, this study also provides empirical results that would help universities in enhancing the performance and effectiveness of their academicians, through focusing on work values such as self-esteem among academicians.

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