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Zeqiri, Izet and Aziri, Brikend

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Job satisfaction in the Republic of Macedonia : The role of gender and education

Izet Zeqiri ¹

Faculty of Business Administration and Economics at the South East European University
in Tetovo

&

Brikend Aziri ²

Faculty of Business Administration and Economics at the South East European University
in Tetovo

Abstract

Recently there has been an increase on interest in the analysis of job satisfaction variables. Job satisfaction is correlated with certain types of employee behavior such as productivity, quits and absenteeism. In this paper four different measures of job satisfaction are related to two personal characteristics. The data used are from a survey conducted with 3.000 employees from different types of companies from the Republic of Macedonia. Four measures of job satisfaction that have been used are considered: satisfaction with amount of pay, satisfaction with possibilities for advancement, satisfaction with relations with supervisors and satisfaction with relations with coworkers. Also the connection of gender and level of education with job satisfaction are considered.

Key words: Job satisfaction, motivation, education, gender

¹ Izet Zeqiri, PhD is the Dean of the Faculty of Business Administration and Economics at the South East European University in Tetovo.

² Brikend Aziri, MSc is a teaching assistant at the Faculty of Business Administration and Economics at the South East European University in Tetovo.

1. Introduction

Job satisfaction is one of the most often researched aspects in management and organizational behavior likewise. But, regardless of its great importance there is no generally accepted definition on job satisfaction. Despite the differences it seems that most authors agree that job satisfaction is something internal that varies from one individual to the other, and that the level of job satisfaction can be measured only by holding direct contacts with the employees or by using different types of questionnaires. Usually in order to measure the level of job satisfaction researchers use different measures like the nature of job itself, managerial style, feedback, employee involvement in the process of making decisions and of course wage and other financial rewards.

Locke (1976) defines job satisfaction as an individual's subjective valuation of different aspects of their job. So, according to him job satisfaction is considered not only as a result of the job but of the perception that the employee has about his job as well. According to Hoppock (1935) job satisfaction presents any combination of psychological, physiological, and environmental circumstances that causes a person truthfully to say, "I am satisfied with my job". So to this understanding job satisfaction is a result of the influences that come from the environment as well as something internal connected to the way how the employee feels about his job. Vroom (1982) defined job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying. Gibson (2000) considers that job satisfaction may be defined as an individual's expression of personal well-being associated with doing the job assigned. Lawler (1973) sees job satisfaction as the difference between what an employee thinks he should receive for his effort and the perception of the actual outcomes. Lofquist and Davis (1991) consider job satisfaction a positive affective evaluation of the individual for the environment, positive affective condition, an opinion of the individual about the amount to which his work expectations are fulfilled by the environment. So job satisfaction can be examined as a result of the influence from environmental factors and the degree to which these factors contribute towards the fulfillment of the employees' needs and expectations. One of the most often quoted definitions about job satisfaction is the one given by Spector (1997) who considers job satisfaction as the feeling that the employee has about his job and its different aspects, as the degree to which employees like or dislike their job.

It is important to study the determinants of job satisfaction. Different aspects of job satisfaction are studied in the literature. These include the influence of education on job satisfaction (see Clark, 1996; Clark & Oswald, 1996), the influence of wage comparisons on job satisfaction (see Berkowitz & Fraser & Treasure & Cochran, 1987; Scholl & Cooper & McKenna, 1987; Ronen, 1986; Sweeney, McFarlin, 2005), the relationship between gender and job satisfaction (see Clark, 1997; Hulin & Smith, 1964; Bilgic, 1998; Decker & Borgen, 1993), the correlation between age and job satisfaction (Hunt and Saul, 1975).

This paper analyses for different measures of job satisfaction using data gathered from companies in the Republic of Macedonia. Four different measures of job satisfaction: satisfaction with pay, satisfaction from relations with the supervisors, satisfaction from relations with co-workers and satisfactions with possibilities for advancement have been considered. Individual characteristics considered are limited to gender and education.

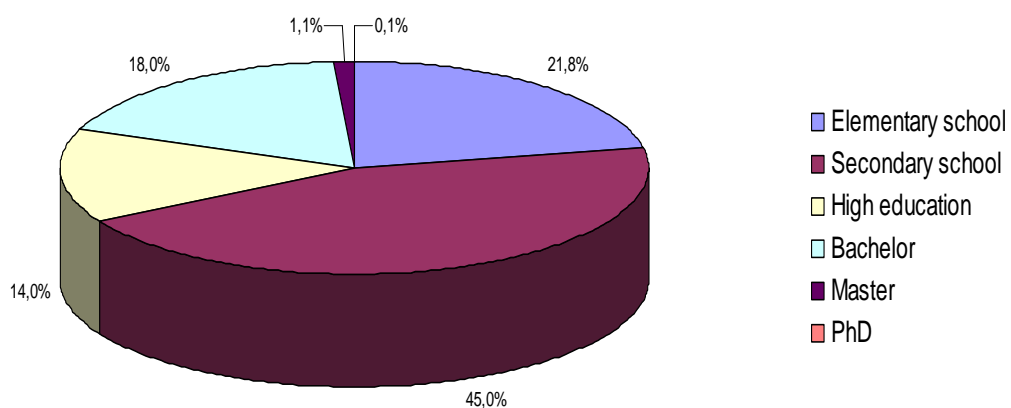
2. Data

We use a unique data set of 3.000 employees from the Republic of Macedonia. This is an employee survey only and it involves interviews with employees in 200 big, small and mid-sized companies from different industries in the Republic of Macedonia.

The individual factors that have been taken into consideration are gender and education.

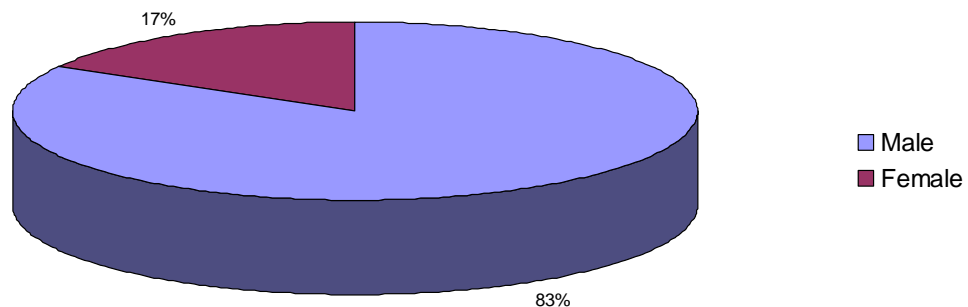
The sample of surveyed employees was predominantly consisted of people with primary education, secondary education and high education with high education being a degree between secondary education and bachelor's degree. This is consistent with the structure of labor force in general in the Republic of Macedonia. The educational structure of surveyed employees can be seen from graph. 1.

Graph. 1: Educational structure of respondents



Regarding their gender the respondents sample is dominated by males as shown on graph. 2.

Graph. 2: Respondents gender structure



The job satisfaction measures are recorded in the survey as five category ordered measure. In this ordered measure, the value 1 corresponds to ‘very dissatisfied’, the value 2 corresponds to “dissatisfied”, the level 3 corresponds to “neither”, the level 4 corresponds to “satisfied” and 5 corresponds to ‘very satisfied’. The four measures are satisfaction with amount of pay, satisfaction with relations with supervisors, satisfaction with relations with coworkers and satisfaction with possibilities for advancement.

Table 1: Distribution of reported job satisfaction measures

	Satisfaction with amount of pay		Satisfaction with relations with supervisors		Satisfaction with relations With coworkers		Satisfaction with possibilities for advancement	
	n	%	n	%	N	%	n	%
Very dissatisfied	167	5,58	63	2,12	38	1,27	206	6,92
Dissatisfied	447	14,92	188	6,31	185	6,19	531	17,84
Neither	658	21,97	628	21,09	451	15,08	1032	34,67
Satisfied	1331	44,44	1382	46,41	1359	45,44	935	31,41
Very satisfied	392	13,09	717	24,08	958	32,03	273	9,17
Total	2995	100	2978	100,00	2991	100,00	2977	100

The most frequent response for all measures of satisfaction is the ‘satisfied’ category. ‘Very dissatisfied’ and ‘dissatisfied’ categories are less present. One of the

most surprising elements is that about 57.5% of the respondents are either satisfied or very satisfied with their pay, considering the fact that the average pay in Macedonia is about 260 Euros. Perhaps an answer to this question can be found in the high rate of unemployment in the Republic of Macedonia. This conclusion is supported by the fact that 3/5 of respondents prefer to describe their salary as “regular” or have declared that “their salary is enough to fulfill their basic needs” compared to only 14% of respondents that have declared that their salary is high or that it provides them with luxury. Therefore the logical conclusion regarding this matter would be that the high level of satisfaction with pay is not as a result of the level of pay but more as a result of the fact that people are just happy to have a job and receive a salary at all. But anyway additional research should be undertaken in the future, so that a more precise and based on quantitative data conclusion can be made.

The data presented in table 1 also show a very small percentage of employees being very dissatisfied or dissatisfied with their relations with their supervisors and their coworkers. This can be prescribed to the general organizational culture in Macedonia which fosters close and more “friendly” relations between coworkers on one hand and workers and supervisors on the other hand.

The highest level of dissatisfaction is with the possibilities for advancement. In fact almost 1/5 of the total number of respondents is either dissatisfied or very dissatisfied regarding this matter.

3. Estimation results

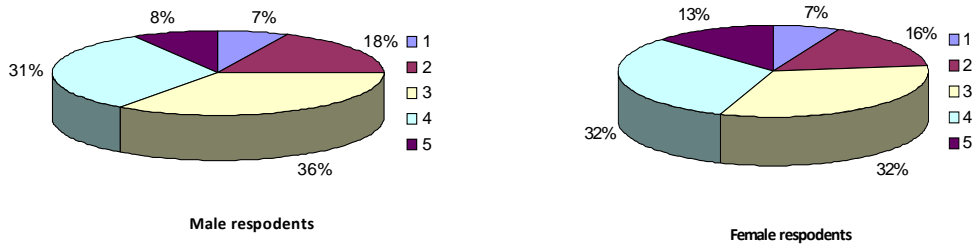
The purpose of this paper is to find and analyze the potential correlation between each of the individual factors and each of the job satisfaction measures, therefore they will be analyzed separately in this part of the paper.

Tab 2: Gender and pay satisfaction

Gender	Pay satisfaction (in %)				
	1	2	3	4	5
Male	5.56	14.67	21.67	45.22	12.87
Female	5.62	16.06	23.29	40.76	14.26

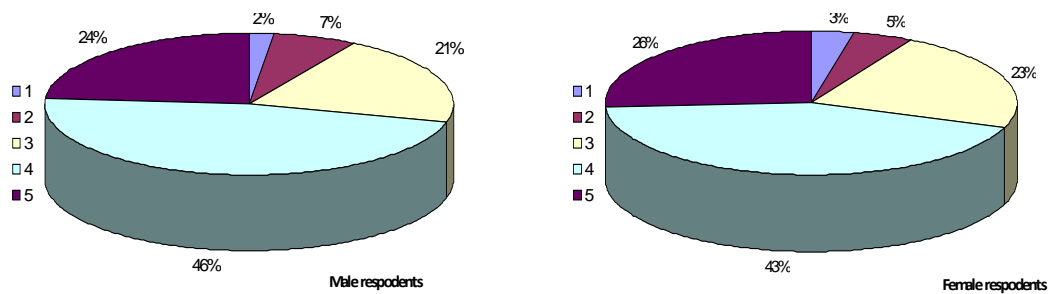
As shown in table 2 about 20.23% of the male respondents and 21.68% of the female respondents have declared that they are either very dissatisfied or dissatisfied with their pay and 58.09% of the male respondents and 55.02% of the female respondents have declared that they are either satisfied or very satisfied with their pay.

Graph. 3 : Gender and satisfaction with possibilities for advancement



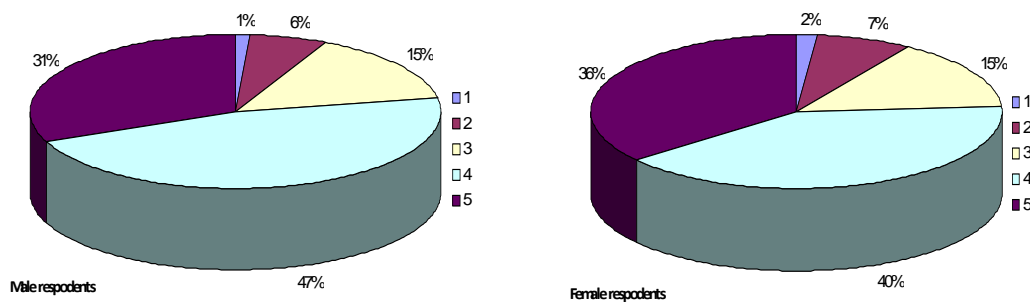
As shown in graph. 3 a quarter of male respondents and 23% of female respondents have declared that they are dissatisfied ore very dissatisfied with the possibilities for advancement and 39% of the male respondents and 45% of the female respondents have declared that they are satisfied ore very dissatisfied with the possibilities for advancement.

Graph. 4 : Gender and satisfaction with relations with supervisors



As shown in graphic above 39% of the male respondents and 10% of female respondents have declared that they are dissatisfied ore very dissatisfied with the relation with their supervisors. 69% of both male and female respondents have declared that they are satisfied ore very satisfied with their relations with supervisors.

Graph. 5 : Gender and satisfaction with relations with coworkers



As shown in graph. 5 about 7% of male respondents and 9% of female respondents have declared that they are either very dissatisfied ore dissatisfied with the relations with their coworkers. On the other hand 78% of male respondents and 76% of female respondents have declared that they are satisfied ore very satisfied with the relations with their coworkers.

Table 3: Education and pay satisfaction

	1		2		3		4		5	
	n	%	N	%	n	%	n	%	n	%
Primary school	34	5.20	102	15.60	149	22.78	286	43.73	83	12.69
Secondary school	81	6.01	188	13.96	325	24.13	624	46.33	129	9.58
Higher school	23	5.48	59	14.05	88	20.95	175	41.67	75	17.86
Bachelor	29	5.37	91	16.85	87	16.11	237	43.89	96	17.78
Master	0	0	6	18.75	7	21.87	12	37.50	7	21.87
PhD	0	0	1	25.00	1	25.00	0	0	2	50

As shown in Tab. 3 about 21% of respondents with primary education have declared that they are very dissatisfied ore dissatisfied with their pay and about 56% of them have declared that they are very satisfied ore satisfied with their pay. About 20% of respondents with secondary education have declared that they are very dissatisfied ore dissatisfied with their pay and almost 56% of them have declared that they are satisfied ore very satisfied with their pay. About 19.5% of respondents with higher education have declared that they are very dissatisfied ore dissatisfied with their pay and 69.5% have declared that they are satisfied ore very satisfied with their pay. About 22% of respondents with a bachelor’s degree have declared that they are very dissatisfied ore dissatisfied with their pay and 67.67% of them have declared that they are satisfied ore very satisfied with their pay. Almost 19% of respondents with a master’s degree have declared that they are dissatisfied with their pay and 59.37% of them have declared that they are satisfied ore very satisfied with their pay. Half of respondents that have e PhD have declared that they are very satisfied with their pay.

Table 4: Education and satisfaction with possibilities for advancement

	1		2		3		4		5	
	n	%	n	%	n	%	n	%	n	%
Primary school	42	6.44	144	22.09	231	35.43	190	29.14	45	6.90
Secondary school	97	7.28	227	16.67	489	36.71	411	30.86	113	8.48
Higher school	23	5.54	75	18.07	142	34.22	136	32.77	39	9.40
Bachelor	43	7.99	80	14.87	154	28.62	190	35.32	71	13.20
Master	1	3.13	4	12.50	14	43.75	8	25.00	5	15.63
PhD	0	0	1	25	2	50	1	25	0	0

As shown above 28.5% of respondents with primary education have declared that they are dissatisfied or very dissatisfied with the possibilities for advancement while 36% of them have declared that they are satisfied or very satisfied with the possibilities for advancement. Almost a quarter of employees with secondary education have declared that they are dissatisfied or very dissatisfied with the possibilities for advancement while round 39% of them have declared that they are satisfied or very satisfied with the possibilities for advancement. About 23.5% of respondent's higher education have declared that they are very dissatisfied or dissatisfied with the possibilities for advancement while about 42% of them have declared that they are satisfied or very satisfied with the possibilities for advancement. Almost 23% of respondent with a bachelors degree have declared that they are dissatisfied or very dissatisfied with their possibilities for advancement and 48.5% of them have declared that they are satisfied or very satisfied with their possibilities for advancement. About 15.5% of respondents with masters degree have declared that they are dissatisfied or very dissatisfied with the possibilities for advancement and about 40.6% of them have declared that they are satisfied or very satisfied with the possibilities for advancement. Half of respondents that have a PhD are neutral regarding their possibilities for advancement.

Table 5: Education and satisfaction with the relations with supervisors

	1		2		3		4		5	
	n	%	n	%	n	%	n	%	n	%
Primary school	14	2.15	39	5.99	130	19.97	328	50.38	140	21.51
Secondary school	27	2.01	83	6.19	285	21.25	623	46.46	323	24.09
Higher school	9	2.16	30	7.19	104	24.94	175	41.97	99	23.74
Bachelor	13	2.43	33	6.17	100	18.69	243	45.42	146	27.29
Master	0	0	2	6.25	8	25.00	12	37.50	10	31.25
PhD	0	0	1	25.00	1	2.005	2	50.00	0	0

About 8% of respondents with primary education declared that they are very dissatisfied or dissatisfied with the relations with their supervisors while almost 72% of them declared that they are satisfied or very satisfied with the relations with their supervisors. In the category of respondents with secondary education 8% declared that they are dissatisfied or dissatisfied with the relations with their supervisors and above 70% declared that they are satisfied or very satisfied with the relations with their supervisors. About 9% of respondents with higher education declared that they are dissatisfied or very dissatisfied with the relations with their supervisors and around 66% of them declared that they are satisfied or very satisfied with the relations with their supervisors. About 8.5% of respondents with a bachelor's degree have declared that they are very dissatisfied or dissatisfied with the relations with their supervisors and above 72% of respondents have declared that they are satisfied or very satisfied with the relations with their supervisors. Only 6.25% of employees with masters degree

and a quarter of those with a PhD have declared as dissatisfied with the relations with their supervisors while almost 69% of respondents with a PhD have declared that they are to some extent satisfied with the relations with their supervisors.

Table 6: Education and satisfaction with the relations with coworkers

	1		2		3		4		5	
	n	%	n	%	n	%	n	%	n	%
Primary school	13	1.99	35	5.36	94	14.40	287	43.95	224	34.30
Secondary school	14	1.04	82	6.11	198	14.74	634	47.21	415	30.90
Higher school	7	1.67	31	7.38	67	15.95	179	42.62	136	32.90
Bachelor	4	0.74	34	6.31	90	16.70	242	49.90	169	31.35
Master	0	0	1	3.13	4	12.50	16	50.00	11	34.38
PhD	0	0	1	25.00	0	0	1	25.00	2	50.00

About 7% of respondents with primary education declared that they are very dissatisfied or dissatisfied with the relations with their coworkers while 77% of them declared that they are satisfied or very satisfied with the relations with their coworkers. In the category of respondents with secondary education 7% declared that they are dissatisfied or dissatisfied with the relations with their coworkers and above 78% declared that they are satisfied or very satisfied with the relations with their coworkers. About 9% of respondents with higher education declared that they are dissatisfied or very dissatisfied with the relations with their coworkers and around 75% of them declared that they are satisfied or very satisfied with the relations with their coworkers. About 7% of respondents with a bachelors degree have declared that they are very dissatisfied or dissatisfied with the relations with their supervisors and above 81% of respondents have declared that they are satisfied or very satisfied with the relations with their coworkers. Only 3.13% of employees with a masters degree and a quarter of those with a PhD have declared as dissatisfied with the relations with their coworkers while around 74% of respondents with a masters have declared that they are to some extent satisfied with the relations with their coworkers.

4. Conclusions

Data shows an unequal distribution of levels of satisfaction and dissatisfaction with the different criteria for the determination of job satisfaction. The highest degree of employee dissatisfaction with the possibilities for advancement (a quarter of the surveyed employees), while the highest degree of job satisfaction is at the relations with coworkers (about 77%).

According to the estimation results gender does not have a significant influence on pay satisfaction although a slight difference between genders is noticed. The male respondents have a slightly lower level of pay dissatisfaction and a slightly higher level of pay satisfaction compared to the female respondents. This brings us to the conclusion that gender has a certain influence on pay satisfaction but that influence is not of a determining character.

Gender does not have a major influence on satisfaction with the possibilities for advancement although there is a difference between levels of satisfaction and dissatisfaction between male and female respondents.

According to the estimation results gender has a higher degree of influence on satisfaction with relations with the supervisors. This is supported by the fact that only 35% of male respondents and about half of female respondents have declared that they are satisfied or very satisfied with the relations with supervisors.

The estimation results show that male respondents have a higher degree of satisfaction with the relations with coworkers compared to female coworkers.

There is a correlation between the levels of education and pay satisfaction. This is supported by the fact that respondents with lower levels of education (primary and secondary education) have a lower level of pay satisfaction and a higher level of pay dissatisfaction compared to the respondents with higher levels of education.

The survey shows a correlation between the level of education and satisfaction with possibilities for advancement. This is supported by the fact that respondents with lower levels of education have higher levels of dissatisfaction on lower levels of satisfaction compared to the respondents with higher levels of education.

The non-equal distribution of answers regarding satisfaction with relations with supervisors and relations with coworkers show that the level of education does not have an influence over these determinants of employee satisfaction. This can be subscribed to the fact that all employees are treated the same by the supervisors and coworkers regardless their level of education.

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