

GENDER DIFFERENCES IN PERSONAL CHARACTERISTICS AND JOB SATISFACTION OF FORESTRY RESEARCH INSTITUTE OF NIGERIA EMPLOYEES, NIGERIA

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Abstract

Individual job satisfaction enhancement alongside gender differences determination could lead to improvements and innovations which is often linked to organisational commitment, turnover intentions and absenteeism in the workplace. This study examined the gender differences and job satisfaction of the Forestry Research Institute of Nigeria employees, Nigeria. Multi-stage sampling procedure was used to select 226 (160 male and 66 female) employees in the study organisation. Primary data were obtained on respondents' personal characteristics and job satisfaction through the use of a structured questionnaire. Job satisfaction was constructed around Herzberg's motivation theory and measured through employee perceptions of extrinsic and intrinsic job characteristics. Percentages, means and Paired-Samples T-Test were used for data analysis. Results showed that the mean age of the employees, their household size, work experience and annual income were 40 years, 4 persons, 9 years and ₦1,272,635 respectively while 87.2% of them were married. The findings revealed that age ($t = -3.53$), household size ($t = -2.83$), income ($t = -6.65$), extrinsic (hygiene factor) motivation ($t = 3.05$) and job satisfaction ($t = 1.81$) significantly vary ($p < 0.05$) between female and male employees in the organisation. The study concluded that with respect to the gender status of the employees, the organisation should consider employees' personal characteristics, motivation factors and job satisfaction attributes by the way they are derived to realize predictable positive organisational results as gender has to do with one's enthusiasm and fulfilment.

Key words: gender, motivation, job satisfaction, employees, organisation

INTRODUCTION

Human Resources Management in organisations is ascribed to the recruitment, teaching, improving, inspiring and retaining the employees. Recruitment entails strategic human resource planning, recruiting and selection. Some years back, human resources management was much unassuming because labour force was usually similar. Today, employees have transformed from similar to dissimilar form [11].

Managing diversity entails creating a varied labour force to accomplish its potentials in impartial work environs, where no associate or set of members has a gain or drawback. It is very vital for any establishment, especially in this period of globalization. It is required to close the unfair discrimination and hence

enable employees to compete on an equal basis [5].

Readings have revealed that the notion of gender is not the same with feminine matters alone in any society. Gender speak of socially centred outlooks of the starring role and conduct of males and females [27]. Similarly, it characterizes male and female in a societal perspective and variances in approach and characters [13]. Additionally, it is a fiscal create, stipulating the inherent illogical measure by which both men and women are cautiously positioned in our social order [34]. It has to do with the anticipated starring role of individuals (males and females) in the society for systematic living, change and progress [14]. Nevertheless, as acquired in the collected works, in emerging cultures contained by the background of scholastic accomplishment, the level of involvement in

governance, work-related structure and the undesirable outmoded behaviours, societal and traditional approaches against females makes gender matters to be tantamount with efforts to comprehend the place, roles, difficulties, challenges and significance of females in males subjugated evolving developments [12].

[2] stated that the perceptions, feelings and attitudes that someone have about his or her work justifies the individual's job satisfaction. It has two basics which are intrinsic and extrinsic job satisfaction [6]. Numerous scholars have shown that in order to determine job satisfaction, pay policies, working conditions and organisational environments are key and essential contributors [7; 8; 9; 10 and 25]. These features are said to be interlinked although happiness with one feature does not confirm gratification with all the other aspects. Besides, many scholars that through alliance with individuals' direct supervisors in relation to the working environment, employees' can institute the level of satisfaction amid them and raise the odds of remaining with the organisation [1]. This suggests that if an employee is dedicated and devoted to his/her administrator, it will positively influence his job satisfaction and raises the possibility to stay on the job. This finding is substantiated by [33], who acknowledged that worthy dealings with managers are linked with individual job satisfaction taking a direct bearing over employee's intention to stay with or quit. Each time an employee senses a discontent from his/her job, then and there are the extreme chances of that employee resigning or exit from the work or job [1].

However, gender variances in echelons of job satisfaction are higher in females likened to males, despite being in jobs with lesser salaries and preferment chances equated to males [6]. This is owing to females having minor expectations at work due to the shoddier position in the workforce market that females have held in the past. This could be transient as they enhanced their workforce market representations over time. [23] in her research on gender differences in job satisfaction while relating statistical and

econometric (ordered probit) examination advanced that females are more contented at work equated to males. Nonetheless, she stated that the gender-job satisfaction gap disappears for younger females and also those with greater echelons of education.

In regard to the aforementioned issues, this study examined the following objectives: To (i) describe the personal characteristics of respondents in the study organisation; (ii) examine the level of respondents job satisfaction in the study organisation; (iii) examine the differences in the personal characteristics and level of job satisfaction between male and female respondents in the study organisation.

The following hypotheses were expressed and tested in the null form.

H₀₁: There were no significant differences between the personal characteristics of male and female employees.

H₀₂: There were no significant differences between the intrinsic (motivator factor) motivation of male and female employees.

H₀₃: There were no significant differences between the extrinsic (hygiene factor) motivation of male and female employees.

H₀₄: There was no significant difference between the job satisfaction of male and female employees.

MATERIALS AND METHODS

The study was carried out in the Forestry Research Institute of Nigeria (FRIN). The Forestry Research Institute of Nigeria was established in 1973. The headquarters is situated in Ibadan, Oyo State. Its mandate is to conduct research while the vision is to ensure true scientific research activities and manpower development, sustainable forest resources production, management utilization, biodiversity conservation, forest-based raw materials provision, food production and security through agroforestry and wildlife employment opportunities thereby alleviating poverty, and environmental conservation and management.

Cross-sectional primary data were collected using a structured questionnaire with open and closed-ended questions. Simple random

sampling technique was used for selecting five work locations out of fifteen work locations. Stratified sampling technique was subsequently implemented for choosing employees on the basis of employee status at management, senior and junior staff levels from the list of employees delivered (aiding as the sample frame). A total of two hundred and sixty questionnaires were administered. Only two hundred and twenty-six questionnaires, which was almost 13% of the sample frame and nearly 87% of the sample size, were used in the ensuing examination.

The study used standard questions adopted from earlier studies. The job satisfaction concept was measured using 14 items of [4 and 17]. The rating used was centred on a 7-point Likert scale ranging from “strongly disagree” (1) to “strongly agree” (7). The questions were phrased to tap the level of respondent’s agreement valued their Intrinsic (motivator) factors and Extrinsic (hygiene) factors. To check reaction predisposition, a limited statement was adversely phrased and thereafter reverse-scored. Information collected were afterwards subjected to Mean Score analysis and Paired-Samples T-Test analysis.

RESULTS AND DISCUSSIONS

The description of the personal characteristics of respondents with respect to sex, marital status, education level, age, household size, work grade level, work experience, employee condition of service and annual income is as presented in Table 1. From the table, the majority of the respondents (70.8%) are males while 29.2% are females. [22] also reported a similar finding that male employees constituted the majority in his study. However, majority of the respondents (87.2%) were married while 12.8% were not married. This is good for the organisation because marriage goes with sense of household tasks, responsibilities and accountabilities which can be show-cased in the work environment. [16] and [33] posited that marital status had a positive relationship with employees’ commitment as married employees exhibited

more commitment at work than unmarried employees.

Table 1. Personal characteristics of respondents

Personal Characteristics		%	\bar{x}	σ
Sex	Male	70.8		
	Female	29.2		
Marital Status	Married	87.2		
	Not Married	12.8		
Education	ND/HND	40.7		
	Bachelor	12.4		
	Master	23		
	Ph.D.	3.5		
	Others	20.4		
Age (Years)	≤ 35	20.9	40	6.5
	36 – 45	53.5		
	46 – 55	23.7		
	≥ 56	1.9		
Household Size (Members)	≤ 5	76.4	5	2
	≥ 6	23.6		
Work Experience (Years)	≤ 5	17.3	9.16	5.31
	6 – 10	52.4		
	11 – 15	22.7		
	≥ 16	7.6		
Employee condition of service	Research and Academics	54.4		
	Administration	45.6		
Annual Income (per 1,000,000) ₦	≤ 1	26.5	1.27	0.64
	1 – 2	69.9		
	≥ 2	3.6		

Source: Field Survey, 2018.

The table further showed that the highest educational level of the respondents constituted National Diploma/Higher National Diploma (40.7%), Bachelor Degree (12.7%), Master Degree (23%), PhD Degree (3.5%) and other educational certificate programmes such as Technical/Vocational Certificates (20.4%). [21] noted that employees with higher academic qualifications are less committed to their employing institutions and are prone to change jobs.

More so, majority of the respondents (53.5%) fell within the age group of 35 – 44 years with a mean age of approximately 40 years. This implied that many of the respondents were still within the energetic and economically productive age bracket and that they still had more years to put in the service of the employing organisation. Besides, the finding agreed with [21] and [29] who reported a mean age of 41 years and 40.1 years correspondingly for agricultural faculty and researchers. Past studies have shown that productivity increases with age [15]. The age range of the respondents was a good indication for the organisation.

The household size of the majority of the respondents (76.4%) had at least 5 persons living together under the same roof. The average household size of the respondents was approximately 5 household persons.

More than half of the respondents (52.4%) had work experience of within 6 - 10 years. However, respondents that had work experience of above 10 years constituted 34.7%. Only 17.3% had work experience of fewer than 5 years. The average work experience of respondents in the organisation was found to be 9.16 years. Various studies had shown a relationship between long tenure on the job and performance of employees. [18] emphasized that tenure on the job which is synonymous to work experience is a key resource under the Conservation of Resources Theory.

The mean annual income of the respondents was found to be ₦1,272,635.07 with the majority of respondents (69.9%) earning between ₦1,000,001 to ₦2,000,000 per

annum. The findings revealed a low level of income among personnel in the organisation and that remuneration of personnel fell below the demands of the job. [1] recommended a review of the work conditions of the personnel because this has a negative effect for the organisation if not done. [20] also revealed that low remuneration has a negative effect on the employees' commitment.

Job satisfaction measured the following satisfaction domains: those susceptible to intrinsic and to extrinsic satisfaction. Domains that are intrinsic in nature (motivator) include job complexity, recognition, responsibility, work itself, achievement, growth and advancement while extrinsic nature (dissatisfaction) include the relationship with peers, relationship with supervisor, security, quality of supervision, personal life, salary, company policy and administration. The results are presented in Table 2.

Table 2. Level of employees' job satisfaction

Employee Job Satisfaction Survey Statements		\bar{x}	σ	Sub $\bar{x} \pm \sigma$	Grand $\bar{x} \pm \sigma$
Intrinsic (motivator) factors	Job complexity - My work is intellectually challenging.	6.31	1.40	5.23 ± 1.08	5.14 ± 0.77
	Recognition - I sense that my efforts and I are appreciated.	5.30	1.59		
	Responsibility - I do a meaningful job.	5.97	1.40		
	Work itself - My job encounters my experience and abilities.	5.55	1.75		
	Achievement - I can realize my concepts and prospects.	5.91	1.45		
	Growth - I do have openings for personal growth in my organisation.	5.81	1.55		
	Advancement - I have career prospects in my organisation.	5.31	1.58		
Extrinsic (hygiene) factors	Relationship with peers - I do have good interactions with my contemporaries.	5.94	1.59	5.05 ± 0.83	
	Relationship with supervisor - I have faith in my manager.	4.7	1.79		
	Security - Safe and relaxed working milieu is fashioned in my organisation	4.6	1.64		
	Quality of supervision - I do have hope in my organisation headship.	5.13	1.66		
	Personal life - My assignment is wieldy.	5.38	1.60		
	Organisation policy and administration - A clear plan and course is set and made straight with my organisation dream and standards.	5.69	1.09		
	Salary - I am getting remunerated enough for my work.	4.13	1.96		

Source: Field Survey, 2018.

The overall employee job satisfaction was $\bar{x}=5.14$. This implied that generally, employees' have strong positive affective responses to their job. It also acknowledged the multidimensional construct that included strong positive employee feelings about the variation of both intrinsic and extrinsic job elements in the organisation. The degree to which the work environment (i.e. career, co-workers, and supervision) met the needs of the employees was stronger and positive [28 and 35].

Intrinsic job satisfaction is derived from execution of the work and thus undergoing feelings of achievement, self-actualisation and distinctiveness with the task; its variables are related to employees' personal growth and development. It relates to job satisfaction when present but not to dissatisfaction when absent. The study, however, revealed that job complexity ($\bar{x}=6.31\pm 1.4$) was the highest motivation factor while employees' recognition ($\bar{x}=5.30\pm 1.4$) was the least motivation factor in the study organisation. The overall employee intrinsic job satisfaction was $\bar{x}=5.23$ [19; 24 and 30].

Extrinsic job satisfaction is derived from the rewards given upon an individual by his/her peers, supervisors or the organisation; its variables are connected with security in the

work environment. It is linked with job dissatisfaction when absent but not with satisfaction when present. Result revealed that employees' good relationship with peers ($\bar{x}=5.94\pm 1.59$) was the most identified hygiene factor while employees' salary ($\bar{x}=4.13\pm 1.96$) was the least. The overall employee extrinsic job satisfaction was $\bar{x}=5.05$ [3; 26; 31 and 32].

The study further sought out to establish a significant difference in the level of job satisfaction between male and female employees. It was hypothesized that the age, education, household size, income, work experience, extrinsic (hygiene factor) motivation, intrinsic (motivator factor) motivation and level of job satisfaction do not significantly differ between male and female employees. The conjecture was that the age, education, household size, income, work experience, extrinsic (hygiene factors) motivation, intrinsic (motivator factors) motivation and level of job satisfaction among men and female don't significantly differ. In response to this supposition and determining the stated objective, a t-test was employed to substantiate or reject the hypothesis, thus, the computed mean indices in Table 3 were compared.

Table 3. Level of employees' job satisfaction

Variables	Gender	Mean	t-value	Sig. (2-tailed)	Interpretation	Decision on H ₀
Age	Female	39.02	-3.53	0.00	Significant difference	Rejected
	Male	43.63				
Education	Female	4.47	0.34	0.73	No significant difference	Accepted
	Male	4.38				
Household Size	Female	3.86	-2.83	0.01	Significant difference	Rejected
	Male	4.80				
Annual Income (per ₦100,000)	Female	11.58	-6.65	0.00	Significant difference	Rejected
	Male	18.20				
Work Experience	Female	9.23	-1.29	0.20	No significant difference	Accepted
	Male	10.59				
Extrinsic Motivation (Hygiene Factor)	Female	5.08	3.05	0.00	Significant difference	Rejected
	Male	4.64				
Intrinsic Motivation (Motivator Factor)	Female	5.16	0.28	0.78	No significant difference	Accepted
	Male	5.11				
Job Satisfaction	Female	5.12	1.81	0.04	Significant difference	Rejected
	Male	4.87				

Source: Field Survey, 2018.

As shown in the table, age, household size, income, extrinsic (hygiene) factors motivation and job satisfaction significantly differ between male and female employees in the organisation. It was established that there was a difference in age, household size, income, extrinsic (hygiene) factors motivation and job satisfaction between male and female employees. It was observed that female employees were slightly younger ($t = -3.53$), had a smaller household size ($t = -2.83$) and received less income ($t = -6.65$) than the male employees in the organisation. These female employees were more motivated than male employees by extrinsic (hygiene factors) motivation ($t = 3.05$) by having good relationships with their colleagues, a manageable workload, trust their supervisors and organisational leadership, a safe and comfortable working environment, a set and aligned clear organisational strategy and direction with organisational vision and values and get paid enough for their job. Interestingly, they are more satisfied with their job in comparison to the male employees in the organisation.

CONCLUSIONS

The findings have clearly established the fact that male employees' personal characteristics (age, household size and income) meaningfully differ from female employees while in contrast and despite the odds of female employees' personal characteristics, they considerably differ from male employees by their extrinsic (hygiene factors) motivation and job satisfaction. Hence, the null hypothesis of no significant difference between personal characteristics, extrinsic (hygiene factors) motivation and job satisfaction of male and female employees in the organisation was rejected and thus the alternate hypothesis was accepted. Therefore, based on the above-mentioned and with respect to the gender status of the employees in Forestry Research Institute of Nigeria, it was recommended that the organisation should consider its employees' personal characteristics, motivation factors and job satisfaction attributes by the way they are

derived in order to realize the expected optimistic organisational results since gender has to do with one's enthusiasm and fulfilment.

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