

# **An Analysis on the Relationship between Job Satisfaction and Work Performance among Academic Staff in Malaysian Private Universities**

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## **Abstract**

Employee's satisfaction and performance is important and necessary in an organization. A satisfied employee would have higher performance and it will increase the productivity. A university is the place where deliver knowledge to students and train them to be the expert in various fields. Understanding academics job satisfaction is necessary in the university to deliver superior performance for university. Therefore, job satisfaction and performance become popular research topic. The main purpose of this study is to investigate the relationship between job satisfaction factors and job performance among academic staffs in Malaysian private universities. In this study, job satisfaction discusses in extrinsic and intrinsic factors that are working condition, job security, remuneration, relationship with colleagues, recognition, and advancement. Job performance will look at the text performance and contextual performance. This study is a descriptive research and survey approach that used to observe the correlation among job satisfaction factors and job performance. Job satisfaction factors is the independent variable and job performance is the dependent variable. This study uses 5 point Likert scale questionnaire to analyse the independent variables and dependent variables of academic staff. Pearson's Correlation Coefficient and Multiple Regression are the data analysis techniques that used to assess the relationship among independent and dependent variables.

**Key words: job satisfaction factors, job performance, academic staff, private university, relationship**

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## **Introduction**

Level of employee's satisfaction is one of the way that make organization successful. A delightful atmosphere can create by a satisfied employee in the organization, so employees will have well performance (Pushpakumari, 2008). Sonnentag and Frese (2002) showed that highly performing employees are needed in an organization because they could achieve organization's goal. The relationship between job satisfaction and job performance are crucial in the education circle in the world. Universities is the place that academic staffs deliver and teach their knowledge to students, and ensure that students gain knowledge from them and become successful in various field in the future. The successful of education system depends on the contribution of academics (Bentley, Coates, Dobson, Goedegebuure, & Meek, 2013). Professional knowledge and skills, educational resources and strategies can be the determinants in evaluating educational success and performance (Ololube, 2006).

The education circle considers quite competitive in Malaysia because there are many universities keep growing up recently years (Ahsan, Abdullah, Yong, & Alam, 2009). The Higher Education Institutions (HEIs) of Malaysia consists of public universities, private universities, foreign universities branch campuses, polytechnics, and community colleges ("Malaysian Higher Education System," 2015). Public and private universities provide same quality of service to students with affordable prices for them (Lim, Hong, Liew, Ng, & Tan, 2013). However, most of the parents prefer to send their children to public universities. None of the Malaysian private universities that listed in the QS World University Rankings 2016 may be one of the reason that parents prefer public universities (Lim et al., 2013).

These are only five public universities at the 500 QS world university rankings 2016, and none of the Malaysian private universities under the QS world university rankings ("QS World University Rankings 2016-2017," 2016). This indicates that it is a unfavourable situation for private universities

in Malaysia. Performances of academic staffs in Malaysian private universities may cause it to be left out in the QS World University Rankings. This is because the performance of academic staffs is one of the main criteria evaluated when determining the world rankings.

Research performance, teaching performance, consultancy, and contributions to society and administrative work are the main determinants of university's ranking. Employer reputation and proportion of international students are not the major determinants in evaluating university's ranking. Academic staffs play a major role in a university in order to achieve the objectives of the university Performance of Academicians (Rowley, 1996). Understanding academic staffs' job satisfaction is important and necessary for university because it can lead to their performance. To improve student's academic performance, university should ensure that academic staff is satisfied their job and deliver excellent job performance in the class (Murtaza & Siddiqui, 2011).

This study would like to investigate the relationship between two variables among academic staffs in Malaysian private universities. The independent variable is six job satisfaction factors, and the dependent variable is the job performance of academic staff in private universities. Working condition, job security, remuneration, relationship with colleagues, recognition, and advancement are the six job satisfaction factors. This study would like to determine what are the main job satisfaction factors influencing the most on the performance of academic staff.

## Literature Review

**Job Satisfaction:** Job satisfaction is “an attitude toward the job and involves affective, cognitive and behavioural components about various related aspects such as pay, promotion, work tasks, co-workers, supervisors, and others” (Spector, 1996).

There are many factors that can influence employee job satisfaction. Spector (1997) summarized the determinant factors of job satisfaction can be divided into two categories which is extrinsic factors and intrinsic factors. The extrinsic factors consist of working condition, job security, and remuneration. Working conditions contain the physical and social conditions in the workplace (Unutmaz, 2014). The level of employee's job satisfaction will drop without good working condition, thereby leading to poor quality of work (Saba, 2011). Job security refers as the extent to which an organization provides stable employment for workers (Herzberg, 1966). Wong, Abdull Rahman, and Choi (2014) noted that remuneration is discussed as the monetary remuneration that is paid to the employees who has finished their work.

The intrinsic factors involve relationship with colleagues, recognition, and advancement. Co-worker is the extent to the employee like his or her colleagues in the organization and how great the relationship is, such as colleagues help or give advice to employees (Wong et al., 2014). Recognition can be defined as the approval or appreciation an employee wishes to receive from employer, supervisors, colleagues or others in the organization (Moloantoa, 2015). Advancement refers as the progression or improvement in actual job duties for employees (Saba & Iqbal, 2013).

**Job Performance:** Job performance refers as “the degree to which an individual executes his or her role with reference to certain specified standards set by the organisation” (Nayyar, 1994). An organization needs highly employees' job performance in order to achieve organization's goals or targets.

Performance can distinguish into two aspects which are behavioural (action) aspect and outcome aspect (Borman & Motowidlo, 1993). Behavioural aspect can be defined as what an individual does while they are working (Campbell, 1990). Outcome aspect refers to the result of an individual's behaviour (Sonnentag, Volmer, & Sychala, 2008). Behaviour and outcome aspects are related in some way but there are not overlap between these two aspects. For example, a teacher who delivers a perfect reading lesson to students, however, one of his student still have not improvement about his or her reading skills because of the intellectual deficits. Delivering a perfect reading lesson to students is the behavioural aspect of performance, and outcome aspect of performance is the reason why that student has not improvement.

Task performance is the multi-dimensional construct (Campbell, 1990). Task performance is the employees use their professional skill and knowledge to produce products or services or outcomes.

It will contribute the organization's technical core directly or indirectly (Borman & Motowidlo, 1993). Ability and skill tend to predict task performance (Borman & Motowidlo, 1997).

Contextual performance is the employee's behaviour that contributes to organizational effectiveness via its effects on the social, organizational context of work, and psychological" (Motowidlo, 2003). Contextual performance is predicted by personality, related factors, and other individual variables (Motowidlo & Van Scotter, 1994).

### **Previous Studies on The Relationship Between Job Satisfaction Factors and Job Performance**

The relationship between job satisfaction and job performance may cause positive and negative effect by conducted meta-analysis (Judge, Thoresen, Bono, & Patton, 2001). Vroom (1964) showed that job satisfaction and job performance have positive relationship, which often associated with the human relations movement. Job satisfaction have a causal effect on work performance, and some moderators also can affect this relationship like autonomy, moral obligation, norms, self-concept, cognitive accessibility and others (Judge et al., 2001).

In 2009 Noordin and Jusoff demonstrated that a healthy university environment need university and academic staff that cooperation providing to student, and it also will conducive to whole education process. A healthy university atmosphere not only increases the academic staff's job satisfaction, it also will increase the productivity and improve the university learning environment. Once the level of job satisfaction is increasing, academic's job performance and productivity also will be increasing. There is a positive and significant correlation between job satisfaction and job performance among academic staff (Qureshi, Hayat, Ali, & Sarwat, 2011).

Saba (2011) studied the relationship between job satisfaction and the job performance among academic staff in Pakistan. This research distributed questionnaire to the academic staffs in five colleges. The five dimensions is used for evaluating the job satisfaction of the employees, and there are pay, promotion opportunity, working condition, job security and co-workers. Based on this study indicated that there is a positive relationship between the dimensions of job satisfaction and job performance, however promotion opportunity is only the dimensions that excluded from this result.

Lim et al. (2013) determined the relationship between academic staff's job satisfaction and job performance in Malaysian universities. Author distributed 700 questionnaires to academics, and only 202 questionnaires returned and used to analyse the data. This research use intrinsic and extrinsic job satisfaction factors to measure the performance of academics which are advancement, employee empowerment, recognition, working environment, job security, and salary. The result showed that there is a positive relationship between job satisfaction factors and job performance of academics. Nevertheless, job security is not a positive relationship from this research.

### **Research Methodology**

**Research Design:** A quantitative research method is used in this study as involving all related variables, and examines the relationship between working condition, job security, remuneration, relationship with colleagues, recognition, advancement, and job satisfaction towards job performance. This study will use survey approach to investigate how job satisfaction and job satisfaction factors influences job performance among academic staffs in Malaysian private universities.

**Sampling Method and Population:** Convenience sampling, will use as sampling technique in this study, is the most convenient approach to collect data from the large population that are near and readily available for the purposes of research, regardless of characteristics, until the required sample size has been achieved (Tansey, 2007). Convenience sampling used because researchers are not able to survey every respondent (Lim et al., 2013). The target respondents are academic staffs who work from different private universities in Malaysia. The name of private universities will anonymous and the personal information of respondents also will keep in secret in this study. There are 80 questionnaires were distributed to the respondents, and only 56 questionnaires were returned.

**Research Instrument:** The questionnaire is the research instrument which used to collect the data and use walk-in approach to distribute questionnaires in different Malaysian private universities. It is a voluntary questionnaire and the respondents would treat in strictest confidentiality. Questionnaire consists of three sections in the questionnaire. Section A is the demographic profile that respondents need to fill some of their information. Section B would like to test academic staff's job satisfaction in

the current position. Section B use six intrinsic and extrinsic factors to measure job satisfaction in 5 point Likert scale questions. Section C evaluates the job performance of academic staffs. The questions of questionnaire consist of task performance and contextual performance. This study would like to use these two dimensions of performance to measure employees' job performance.

## Results of The Study

Statistics Package for Social Science (SPSS) version 23 was used to evaluate the data. In this study, total 80 questionnaires were distributed to academic staffs, and only 56 questionnaires were returned. It means that there have 70% of the response rate. Based on table 1, it shows that majority of the respondents were female (53.6%), the age range were between 41-50 years old (35.7%), were possessed a Master as a qualification (60.7%), had 1 to 5 years working experience in education sectors (39.3%), hold the position of lecturer (58.9%), and most of them received above RM7,000 for their monthly salary and allowance.

Table 1: Demographic Profile of Respondents

Demographic variables	Categories	Frequency	Percentage (%)
<b>Gender</b>	Female	30	53.6
	Male	26	46.4
<b>Age</b>	21-30 years old	14	25.0
	31-40 years old	19	33.9
	41-50 years old	20	35.7
	51-60 years old	3	5.4
<b>Qualification</b>	Bachelor Degree/ Professional Qualification	9	16.1
	Masters	34	60.7
	PhD	13	23.2
<b>Working experience in this industry</b>	Less than 1 year	2	3.6
	1 to less than 5 years	22	39.3
	6 to less than 10 years	12	21.4
	11 to less than 15 years	8	14.3
	16 to less than 20 years	5	8.9
	More than 20 years	7	12.5
<b>Current position</b>	Tutor	5	8.9
	Lecturer	33	58.9
	Assistant Professor/ Senior Lecturer	16	28.6
	Professor/ Associate Professor	2	3.6
<b>Monthly salary and allowance</b>	Below RM3,000	2	3.6
	RM3,000-RM5,000	18	32.1
	RM5,000-RM7,000	12	21.4
	Above RM7,000	24	42.9

Normality test is used to determine whether the data are normal distributed (Arabmazar & Schmidt, 1982). As illustrated in table 2, the results of normality test showed that all variables are symmetrical because the skewness and kurtosis are within -2 and +2. Therefore, all variables in the normal score range and can be considered as normally distribute (George & Mallery, 2010).

Table 2: Normality Test Output

Variable	Skewness	Kurtosis
Working condition	-0.475	-0.067
Job security	-0.017	-0.321
Remuneration	-0.776	0.981
Relationship with colleagues	-0.323	0.343
Recognition	-0.082	0.042
Advancement	-0.240	0.092
Job performance	0.268	-0.141

Cronbach's Alpha test will use in this study in measuring reliability among variables (Ismail, 2012). Sekaran (2003) noted that reliability near to 1.0 considers as the higher the internal consistency reliability, reliability above than 0.8 is considered as good, in the range of 0.7 is acceptable, and value less than 0.6 are considered poor.

Table 3 shows remuneration achieved Cronbach's Alpha of 0.941, which is closer to 1.0 and will consider as the higher internal consistency reliability in this study. Job security, relationship with colleagues, recognition, advancement, and job performance achieved Cronbach's Alpha of 0.865,

0.870, 0.840, 0.811, and 0.840. These variables are good and highly reliable, and can produce consistent output. For working condition, it achieved Cronbach's Alpha of 0.750. This variable considers as acceptable. To conclude, all the variables that use in this study have achieved the internal consistency reliability.

Table 3: Cronbach's Alpha Reliability Test

Variable	Number of item	Cronbach's Alpha
Working condition	5	0.750
Job security	5	0.865
Remuneration	5	0.941
Relationship with colleagues	5	0.870
Recognition	4	0.840
Advancement	5	0.811
Job performance	8	0.840

### The Relationship between Job Satisfaction on Job Performance

Pearson's Correlation Coefficient was conducted to investigate the overall relationship between job satisfaction and job performance. Table 4 presents that is significant and positive correlated to the job performance among academic staff. The value of r is 0.608 and the correlation coefficient are statistically significant as p-value is at 0.000.

Table 4: Relationship Between Job Satisfaction on Job Performance

Variables	Job performance	
	r	Sig.
Job satisfaction	0.608**	0.000

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

\* Correlation is significant at the 0.05 level (2-tailed)

Table 5 indicates that the results of regression analysis of overall job satisfaction on job performance. This study shows that adjusted R-square at 0.358 which means job satisfaction effect 35.8% on the job performance. It can know that job satisfaction has a significant and positive influence on the job performance among academic staff because the  $\beta = 0.608$  and  $p < 0.05$ .

Table 5: Regression Analysis of Job Satisfaction on Job Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.608 <sup>a</sup>	0.369	0.358	0.36473

  

Model	Coefficient				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.063	0.378		5.456	0.000
Job satisfaction	0.557	0.099	0.608	5.625	0.000

a. Dependent variable: Job performance

b. Predictors: (Constant), job satisfaction

### The Relationship between Job Satisfaction Factors and Job Performance

Pearson's Correlation Coefficient use to analyse the correlation between job satisfaction factors and job performance among academic staff in Malaysia's private university in this study. The results are presented in Table 6.

From table 6, it showed that there are five variables is significant and positive correlated to the job performance among academic staff and the correlation coefficient are statistically significant as p-value is at 0.000. The five variables are working condition, job security, relationship with colleagues, recognition, and advancement. Recognition has the highest r value,  $r = 0.597$ , and it means that there is a strong and significant relationship between recognition and job performance. The followed closely by job security ( $r = 0.575$ ) and advancement ( $r = 0.523$ ), which has a strong relationship with job performance. Working condition and relationship with colleagues was found that a moderate

relationship with academic staff's job performance.  $r$  value of working condition is 0.475 and relationship with colleagues got  $r = 0.470$ . The last variable, remuneration,  $r = 0.258$ . It was found that there is not a significant relationship between remuneration and job performance among academic staff. The correlation coefficient of remuneration is not significant which  $p$ -value is at the level of 0.055.

Table 6: Relationship Between Job Satisfaction Factors and Job Performance

Variables	Job performance	
	$r$	Sig.
Working condition	0.475**	0.000
Job security	0.575**	0.000
Remuneration	0.258	0.055
Relationship with colleagues	0.470**	0.000
Recognition	0.597**	0.000
Advancement	0.523**	0.000

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

\* Correlation is significant at the 0.05 level (2-tailed)

### Main Job Satisfaction Factors that Influencing on Job Performance

This study will use multiple regression to analyse which job satisfaction factors influence the most on job performance in universities. In table 7, adjusted R-square shows that at 0.413 and means that job satisfaction factors effect 41.3% on the job performance.

Beta,  $\beta$ , used to measure the strength of job satisfaction factors that influence the job performance. It will represent that independent variable has a significant influence on dependent variable when the value of beta is higher. Based on table 7, the results show that recognition has a higher beta value in this study, which is  $\beta = 0.335$  and the sig less than 0.005 ( $p < 0.05$ ). It means that recognition is the variable that influence the most on academic staff's job performance. Recognition is the main job satisfaction factor that influencing job performance among academic staff. Other variables show that there is not a significant influence on the job performance. Working condition ( $\beta = 0.024$ ,  $p > 0.05$ ), job security ( $\beta = 0.250$ ,  $p > 0.05$ ), remuneration ( $\beta = -0.132$ ,  $p > 0.05$ ), relationship with colleagues ( $\beta = 0.145$ ,  $p > 0.05$ ), and advancement ( $\beta = 0.169$ ,  $p > 0.05$ ).

Multicollinearity is a high degree of linear dependency correlation among several independent variables. It is commonly occurred when a large number of independent variables are incorporated in a regression model (Jeeshim & Kucc, 2002). Tolerance and the Variance Inflation Factor (VIF) are the collinearity diagnostic factors that can identify multicollinearity. A tolerance exceeds 0.2 and VIF below 5 means that there is no multicollinearity problem (O'brien, 2007). Table 7 shows that the tolerance is higher than 0.20 and the VIF is below than 5. It is meant as there is no multicollinearity problem in this study.

Table 7: Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate			
1	0.691 <sup>a</sup>	0.477	0.413	0.34869			

  

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
	(Constant)	1.679	0.396				
Working condition	0.017	0.113	0.024	0.148	0.883	0.405	2.471
Job security	0.184	0.104	0.250	1.773	0.082	0.539	1.855
Remuneration	-0.068	0.069	-0.132	-0.998	0.328	0.595	1.680
Relationship with colleagues	0.114	0.098	0.145	1.161	0.251	0.687	1.455
Recognition	0.258	0.116	0.335	2.226	0.031	0.472	2.120
Advancement	0.133	0.128	0.169	1.035	0.306	0.399	2.509

- a. Dependent variable: Job performance
- b. Predictors: (Constant), advancement, colleagues, remuneration, job security, recognition, working condition

## Discussion

This finding of this study revealed that job satisfaction and job performance are positive correlated. Satisfied academic staffs will put more effort for their work and they also will have good job performance. When academic staffs have higher performance, it will lead to university performance by producing excellent quality employable graduates. The reputation of university will be increasing because of producing more excellent graduates. The ranking of university will grow up because teaching performance is one of the determinants in evaluating university ranking (Lim et al., 2013). Out of the six intrinsic and extrinsic job satisfaction factors, all of them have positive correlated to the job performance except remuneration.

Working condition is significant correlated the job performance of academic staff. Poor office facilities, poor lighting and ventilation, and lack privacy at office layout are the factors that will cause dissatisfaction among academic staff (Guest, 2004). To improve job satisfaction among academic staff, university need to more focus on the working condition such as office facilities, computer facilities because it will increase the level of academic staff satisfaction as well as job performance (Lim et al., 2013; Stallworth & Kleiner, 1996).

Job security has a positive correlation with job performance in this study. University can provide stable employment for academic staffs to remain their satisfaction. Dachapalli and Parumasur (2012) demonstrated that perception of high job security is linked frequently to increase the level of job satisfaction among employees. When dissatisfaction of job security exists, employees afraid that they may dismiss one day and it will influence their job performance and less retention to stay at organization (Sverke, Hellgren, & Näswall, 2002).

Based on the result, remuneration is not significant related the job satisfaction of academicians. It can know that remuneration is not the factor that affect with the job satisfaction of employee. Belfield and Heywood (2008) found that pay was not associated with higher level of job satisfaction in education sector. Leigh (2013) discovered more experienced teachers' job performance was not related to pay compared with new teachers. Advancement and recognition are the factors that more experienced teacher care in education sector.

Relationship with colleagues has a moderate and positive relationship on the academic staff's performance. Consequently, working with a team can share different opinion and able to achieve task easily. Khan, Aleem, Nawaz, and Hamed (2012) indicated that friendly, supportive, and encourage colleagues will increase the satisfaction of employee. An academic staff cannot work without the cooperation, help, and supportive from colleagues. Without this, it will make a university unable to operate smoothly (Noordin & Jusoff, 2009). When academic staffs work with satisfied colleagues, it will increase their level of job satisfaction.

Recognition is the highly correlated in job performance among academic staff in Malaysia's private universities. Therefore, recognition is an important job satisfaction factor to increase the job performance of academic staff. Academic staffs feel motivated and satisfied when university admire and appreciate their hard work (Sarwar & Khalid, 2011). Recognition will increase productivity, morale, job retention among employees when employees satisfied recognition that organization offer (Hrebiniak, 2005). Employees will put more effort on working, and it will help organization achieve its goal.

Advancement has positive correlated on the job performance in this study. Advancement will influence on the level of job satisfaction among academic staffs as well as their performance in university. When dissatisfaction exists among academic staffs, it will lead to the performance of university and turnover rate will increase. Management of university should provide sufficient training and opportunities to academic staff for their personal enhancement, improvement, and gain new skills and knowledge from their job (Lim, 2008). Academic staffs will work hard for opportunity to promote.

Multiple regression was applied to examine what are the job satisfaction factor influencing the most on the job performance. The research finding shows that recognition is the most job satisfaction factors the influencing the most on job performance among academic staffs in Malaysian private

universities. It can know that academic staffs feel motivated and satisfied when they receive appreciation and acknowledgement for their hard work from the university (Moloantoa, 2015). Recognition their hard work can increase their job satisfaction, then it will directly affect their job performance. University should appreciate its academic staffs to increase their morale, satisfaction, and productivity. Academic staffs will put more effort on working, and it will help organization to produce more and more high quality employable graduates.

### Limitation

There are some limitations in this study. One of the limitation is bounded by geographical restrictions. This study only focus on the private universities' academic staffs in Johor. Therefore, the results only describe the situations in Johor, and it is impossible to know that whether this results can be applied to academic staffs in Malaysia's public universities.

The way of collecting data is another limitation. Questionnaire is an instrument to collect data in this study. However, there may be a problem. Some respondents may provide ideal responses instead of giving honest responses. It will cause the results more idealization.

### Conclusion

The research studied on the relationship between job satisfaction, job satisfaction factors, and job performance among academic staff in Malaysia's private universities. Working condition, job security, remuneration, relationship with colleagues, recognition, and advancement are the six job satisfaction factors that would like to investigate whether there has a positive relationship on the job performance. According to the result, job satisfaction has significant related with academic staff's job performance. The results of this study also found that among six job satisfaction factors, only remuneration did not have a relationship on the job performance of academic staff. Recognition is the job satisfaction factor that influencing the most on the job performance among academic staff.

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@article{Ismail2009RelationshipBO, title={Relationship Between Occupational Stress and Job Satisfaction: An Empirical Study in Malaysia}, author={A. Ismail and A. Yao and N. K. Y. Yunus}, journal={The Romanian Economic Journal}, year={2009}, volume={12}, pages={3-30} }.  
Exploratory factor analysis and confirmatory factor analysis were used to assess the survey questionnaire data and found that the measurement scales met the acceptable standards of validity and reliability analyses. Next, a stepwise regression analysis was used to test the  
CONTINUE READING. Save to Library. In a similar vein, job satisfaction among academics is very important because it contributes to the quality of teaching, high job commitment and pave a right direction in producing high quality students.  
The study of job satisfaction and performance of Government Employees in UAE by Mohamed E Ibrahim, Sabri Al Sejini and Omaira Abdul Aziz Al Qassimi (2004) discovered that self-rated performance, position and nationality were significant factors affecting some job satisfaction facets (i.e., pay and benefits, professional development, and work environment).  
The relationship between supervisor and subordinate or among co-workers needs to be enhanced since it influences job satisfaction. Inconsistencies in finding concerning the relationship between gender and job satisfaction may be due to a variety of factors. Not only might males and females in the same organizations differ in the job level, promotion prospects, pay and so on, they may differ in the extent to which the same job satisfies their needs.  
A study done by Santhapparaj and Syed Shah Alam (2005) among academic staff in private universities in Malaysia indicated that pay, promotion, working condition and support of research have positive and significant effect on job satisfaction. Man-Whitney U test results showed that female staff were more satisfied with all the facets (eg: pay, promotion, fringe benefits, working condition and support of teaching) than their male counterparts. This study examines the relationships between pay, promotion, fringe benefits, working condition, support of research, support of teaching, gender and job satisfaction of academic staff in private universities in Malaysia. The required information was collected from 173 teaching staff who were randomly selected from three universities. The regression results indicate that pay, promotion, working condition and support of research have positive and significant effect on job satisfaction. On the other hand fringe benefits and support of teaching have negative effect. The results of Mann-Whitney U