



# Factors Affecting Job Satisfaction Of University Academics: An Exploratory Study Of Chinese Universities

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## ARTICLE INFO

## ABSTRACT

The study of higher education is given high priority in all industrialized nations globally. Ensuring the excellence and success of institutions of higher learning is a primary focus for the government's Ministry of Higher Educational and aligns with China's 2020 ambition to provide top-notch education to all its people. The study aims to investigate the characteristics that impact work satisfaction among educators in a Chinese public institution, since they are crucial contributors to achieving the Chinese 2020 goal. Nevertheless, compensation and professional growth, together with elements associated with students, have a greater influence on the total work satisfaction of academic staff. One important suggestion was to review the promotion policies and ensure a fair allocation of workload. Additionally, it was recommended to promote research productivity and strengthen the relationship between top and mid-level management and the Head of Departments (HODs) with academic staff, particularly newly appointed lecturers. The objective of this research is to investigate the correlation between compensation and benefits, working conditions, leadership of top management, workload, and job satisfaction among academic personnel at a private educational institution in China. The Motivation-Hygiene Theory and Maslow's Needs are two psychological theories that explain different aspects of human motivation. The research used the Statistical Package for Social Sciences, or SPSS, for data analysis. Significant positive associations were observed between all research variables and job satisfaction between academic staff in the chosen institution. Therefore, it is recommended that the institution's administration should implement a suitable leadership style and develop successful strategies and policies with the goal of enhancing work satisfaction and performance among the academic staff.

**KEYWORDS:** Job Satisfaction, University Teachers, Perceived Organizational Report, Occupational Stress.

## 1. INTRODUCTION:

The level of work satisfaction experienced by university professors in China is the subject of this research. The emotive response that peoples have to their work is the focus of the concept of job satisfaction of individuals. There are a lot of scholars that are interested in this subject because they think that it is an essential component in comprehending organisations and the people who work inside them. Within the context of higher education, the impact of academics may be significant, and as a result, it is necessary for all parties involved to ensure that they are able to get pleasure from their work environment (Cao et al., 2020). There have been several study examinations of job satisfaction that have looked at various applications to the Western setting. On the other hand, in the Chinese context, it is still somewhat unknown how academics feel about their job and what accounts for their sentiments. For this reason, it is essential to conduct a similar study in China in order to determine whether or not Western organisational ideas are applicable to the Chinese context. Within the scope of this research, the concept that the impacts on this component are cultural in nature is investigated. Through

the completion of this thesis, a deeper comprehension of the perspectives held by university professors on their work will be achieved, as well as the elements that influence the level of job satisfaction they experience (**Abdelmoteleb, 2019**).

This chapter provides an overview of the history of the research process. In the beginning, it provides a broad overview of the Chinese education system. Next, it examines the changes that have occurred in higher education (HE), and finally, it highlights the consequences that these changes have for university academics. With regard to the level of work satisfaction experienced by university professors, all of the special challenges concerning the reform and growth of higher education in China are taken into consideration. Within the scope of this chapter, the research questions are formulated, and the framework of the investigation is described in detail (**Blaik, 2015**).

## **2. BACKGROUND OF THE STUDY:**

The People's Republic of China may be found in the heart of Asia's eastern region. It is 9.6 million square kilometers in size and is surrounded on all sides by the Pacific Ocean, which is located in the opposite direction. The population of China reached 1.3 billion in 2006, according to the National Bureau of Statistics. This figure does not include the populations of Hong Kong, Macao, and Taiwan. This is about one fifth of the total population of the globe. In China, there are around 135 people per square kilometer, making it one of the most densely populated countries in the world. China is home to 56 officially recognised ethnic cultures, value systems, and languages. Puttingonghua, also known as the common speech, or Mandarin is the national language, and the Han group is the dominant group in the national economics, politics, and cultural institutions. Many different religions are practiced in China. According to BBC (2007) and ChinaToday.com (2006), numerous faiths, including Buddhism, Taoism, Islam, Catholicism, and Protestantism, as well as other religions, have varying degrees of impact on different ethnic groups (**Amico, 2020**).

As of 2006, it was recognised that China's economy had a significant influence in the economy of the whole world, and this recognition has grown over the years. Over the course of the last quarter century, it has transitioned from a centrally planned system that was mostly closed to foreign commerce to an economy that is more market-oriented and has a private sector that is expanding at a fast rate. Since 1978, China's Gross Domestic Product (GDP) has expanded by more than tenfold (GDP - per capita (PPP) \$7,600,2006). This development may be attributed to the restructuring of the economy. Despite this, the official recorded unemployment rate in metropolitan areas in 2005 remained 4.2%, and there were 130 million individuals who were listed as living below the international poverty levels. When it comes to this particular scenario, education is likely one of the most important factors in boosting the skills and knowledge of the labour force, which in turn helps to enhance the overall quality of the country and promote socialist modernization. At the fifteenth National Congress of the Communist Party of China, a strategy was sketched out for the implementation of the policies for revitalising China via the use of science and education. According to the BBC (2007) and ChinaToday.com (2006), an efficient education system is considered to be necessary for the welfare growth of society, the expectation of communist modernization, and a move to suit the requirements of the times (**Guarnaccia, 2018**).

## **3. RESEARCH QUESTIONS:**

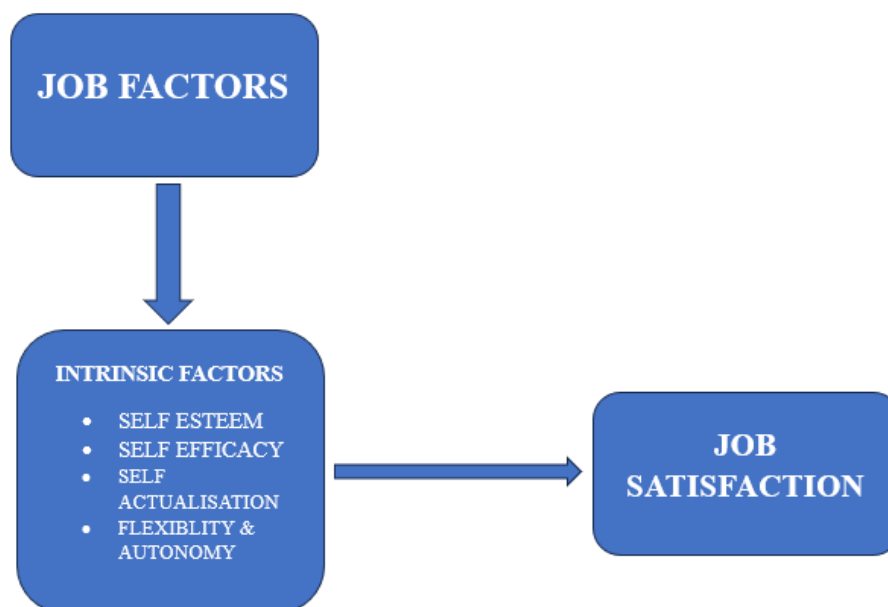
- 1) What are the dimension that can easily and fully reveal the essential characteristics of Chinese primary care practices?
- 2) What are the social settings and structures for facilitating the understanding of some of the practices of Chinese medicines?
- 3) How is the primary care medicine actually conducted and practiced in China?

## **4. LITERATURE REVIEW:**

Employee happiness on the job is an important issue for businesses of all sizes and in all industries. It is important for many companies and managers to know if their workers are happy with the work they are doing. Employees report higher levels of job satisfaction when they are able to carry out their responsibilities in a way that makes them feel valued and appreciated by their employer. When people like and find meaning in what they do for a living, they experience job satisfaction. A good emotional state known as "work satisfaction" develops when workers have positive impressions of their jobs. At its core, it's all about putting a number on how someone feels about their job and how good they are at doing it. According to studies, an employee's level of job satisfaction affects how they feel about their career overall and about certain aspects of their employment in particular, which in turn affects how well an organisation does its job. The term "job satisfaction" describes how a person feels about their job and how they see it from a subjective perspective. A positive emotional response to a work situation is job satisfaction. In order to reliably carry out the duties required of an effective educator, it is essential that academic staff members like their profession. Instructors and other members of the academic staff are responsible for a wide range of tasks, including but not limited to: designing and

implementing daily lessons, grading student work, and keeping tabs on their development and accomplishments. In addition to all of the aforementioned, it is essential for academic staff to keep themselves updated on relevant news and developments in the field of education. People working in academia often find themselves balancing the roles of mentor and role model for students. Employee satisfaction in the classroom is critical because it affects how well teachers are able to shape the minds of the next generation of leaders. Common financial incentives include pay and benefits. A common definition of benefits is non-monetary compensation. One of the most important ways that companies reward their employees is via pay and benefits. Employees' efficiency and output are both improved. A researcher's study indicated that academic staff were much more satisfied with their jobs when their basic wage and allowances were combined. There is a robust relationship between financial rewards and job satisfaction, according to the study's authors. This observation is consistent with what Dulebohn found. According to studies, having a steady income not only helps individuals take care of their fundamental needs, but it also makes them happier in their jobs. Fringe benefits, in addition to base pay and allowances, are associated with higher levels of job satisfaction, according to the research. There is a robust relationship between incentives and bonuses and job happiness, according to the same studies. Dissatisfaction with one's job could result from inadequate pay and benefits. When people talk about "the work environment," they're referring to the actual setting in which they do their jobs (Blaik, 2015).

## 5. CONCEPTUAL FRAMEWORK:



## 6. METHODOLOGY:

Because of their frequent association with both quantitative and qualitative research approaches, research paradigms need a more thorough examination. A quantitative technique is a way of doing scientific research that systematically examines quantitative aspects and occurrences. Bryant (1984).

It produces a representation of reality based on variables and their interconnections using pre-defined data (Punch, 1998). Because quantitative methods are less likely to introduce bias and more easily replicated, they have become the de facto standard for data analysis (Punch, 1998). Words, not numbers, are used to gather and interpret data in Qualitative Methodology (QM) (Bryman, 2004). Being aware of process and context is essential for making sense of social life's complexity (Punch, 1998). It uses a more diverse set of procedures that are more difficult to reproduce than quantitative approaches (Bryman, 2004). Sieber (1973) argued that the two methods in question represent two competing research cultures, one that values "deep, rich observational data" and the other that values "hard, generalisable" data.

### 6.1 Research Design

Having a research design that the whole thing is based on is crucial.

In its role as a blueprint, it shows how the project's main parts—the data, the methodology, and the measurements—interact to achieve the study's stated goals (Trochim, 2006). Experimental, cross-sectional, longitudinal, and case study methods are all part of social science research (Bryman, 2004). This study used a cross-sectional design instead of a longitudinal one because of the drawbacks of the other two types of research designs (Bryman, 2004). Experimental designs require careful control and manipulation of study conditions, longitudinal designs are expensive and time-consuming, and case studies have limited generalizability. Please

note that Mandarin Chinese is the official language of China for all discussions. Unfortunately, the data that were supposed to be obtained from neurology and dental clinics were either too specific to the clinics themselves or were audio recordings, therefore they were not included in this study.

## 6.2 Sampling and Data collection

It is impossible to exaggerate the significance of sampling in scientific studies. Sampling is crucial because it determines how well research results may be generalised based on how accurately sampling is performed (Nachmias and Nachmias, 1996). No universally accepted definition of sample size exists, despite the best intentions of some researchers (Bryman, 2004) to guarantee that samples are really representative of populations. According to Kemper et al. (2003), the questionnaire and interview both used convenience and snowball sampling procedures. A number of realistic considerations informed the selection of the sampling approach used in this study. To begin with, the study's participants were exclusively university professors from China. Evidently, there was a massive and widely distributed population in this region.

It was not feasible to gather data from the whole population due to practical issues including time, money, and accessibility. Thirdly, all university professors in China do not have contact information, thus the random sampling method would not work there.

Researcher accessibility is key when it comes to convenience samples (Bryman, 2004, p. 100). The use of snowballs and other forms of convenience sampling fall under this category.

The researcher here did not start from square one, but rather built upon existing connections with other relevant academics, including the advisors of former students (Bryman, 2004). How well convenience and snowball sampling reflect the population at large is an open question. While random sampling would have increased the sample's reliability and ensured that it was representative of the community at large, it was clearly not an option given the circumstances. When a sampling frame for the target population is unavailable or cannot be constructed, snowball sampling becomes the only viable alternative.

## 7. RESULT:

### 7.1 Job Satisfaction and Intrinsic Factors

The following is an analysis and discussion of survey data according to teacher (teacher denoted as T) pertaining to intrinsic job-related characteristics, including self-assurance, competence, self-actualization, and adaptability.

#### 7.1.1 Confidence and Happiness on the Job

From changing one's poor habits to positive ones, the transcripts showed a variety of views on self-esteem. Despite T8's denial of feeling anything, he was interrogated, nevertheless. According to the majority of respondents, their occupations have a positive effect on their self-esteem. Nothing in appendix 5 could be considered good, neutral, or neutral. Because of their low self-esteem, the one individual who had a negative self-evaluation seemed to be unable to learn well. Are you thinking about a career in education? T8: I am a passive person who takes things as they come without challenging or disputing them.

Just too many options exist. Being a teacher has made me unable to resist doing what I do. Does your employment make you feel good about yourself? If so, to what degree? T8, that is definitely not how I was feeling. When are the times when you feel like you're giving it your all?

T8: It's quite OK to say that. Compared to when we were all chatting on typewriters, today's youth have a completely different outlook on life.

How satisfied are you with how you performed?

T8: I have to continue teaching regardless of the happiness. A key factor in the participants' professional success was their self-esteem. Section 136. Section Four: Wrapping Up

Expresses contentment. The majority of respondents agreed that college professors in China now have greater confidence in their own talents because to the government's increased investment in their socioeconomic status and the growing public emphasis on education and teaching.

Everyone has bought into the national aim to strengthen the country by boosting financing for scientific research and academic courses, and according to Kang's (2004) study, higher education spending has risen significantly since 1998. Academics have supported this because of the change. I am TI. This is a significant shift from even the last few years. Feelings of self-confidence have just been able to surface in the last few years. T4: ... It's really fine; in fact, it's a huge improvement over the last time I taught at a university. Task 7. -... When compared to the prior generation, it is a significant upgrade. Time has a positive effect on academic achievement.

### Satisfaction with self-esteem

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	38	18.6	18.9	18.9
	agree	114	55.9	56.7	75.6
	undecided	35	17.2	17.4	93.0
	disagree	14	6.9	7.0	100.0
	Total	201	98.5	100.0	
Missing	System	3	1.5		
Total		204	100.0		
Mean					2.1244
Std. Deviation					.79338

### Satisfaction with self-esteem correlation

		Satisfaction with self-esteem
<i>a sense of pride in being a teacher</i>	Pearson Correlation	.537**
	Sig. (2-tailed)	.000
<i>appreciated in society</i>	Pearson Correlation	.600**
	Sig. (2-tailed)	.000
<i>high social status</i>	Pearson Correlation	.511**
	Sig. (2-tailed)	.000
<i>people show me respect</i>	Pearson Correlation	.565**
	Sig. (2-tailed)	.000
<i>work gives me personal accomplishment</i>	Pearson Correlation	.650**
	Sig. (2-tailed)	.000

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

#### 7.1.2 Contentment in One's Work and Belief in Oneself"

Two forms of feedback about the self-efficacy aspect were provided by interviewees: feeling competent and capable of doing a good job at the task at hand. During the interview process, most applicants expressed self-assurance on their skills and credentials.

#### Section 4: Results and Discussion

T8, the only interviewee who seemed anxious and lacked confidence, had poor interpersonal skills, and had negative opinions about students based on the aforementioned self-esteem viewpoints. Do you think you can keep going nonstop? T8: Well, that's about it. Compared to when we were all chatting on typewriters, today's youth have a completely different outlook on life. I: Do you think your skills are being fully used at work?

T8: I don't really feel that much since I don't have any particular powers.

### Satisfaction with self-efficacy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	54	26.5	26.7	26.7
	agree	115	56.4	56.9	83.7
	undecided	29	14.2	14.4	98.0
	disagree	4	2.0	2.0	100.0
	Total	202	99.0	100.0	
Missing	System	2	1.0		
Total		204	100.0		
Mean					1.9158
Std. Deviation					.69672

#### 7.1.3 "Personal Growth and Professional Success "

The majority of interviewees felt positively towards the concept of self-actualization. Because they needed to keep up with the evolving notions emerging from the information society's growth, eight academics resolved to make more advances and refresh their expertise on their own. They want to learn more so they may better serve their classmates and the community, and they want to stay up with the latest trends in the field. Of the six teachers surveyed, all six were pleased with their students' experiences. Observing the progress and development of their children brought the greatest degrees of personal happiness and achievement to the students.



Five professionals demonstrated how students' fresh viewpoints may benefit them significantly and motivate them to persist. The transcripts show that the majority of the many individuals were happy in their jobs because their teachers said that their students were responsible for their own success. The basic reason academics do what they do is to help ourselves, as both T1 and T5 have said.

Actually, I'm happy where I am today; I chose to be a teacher so that I could broaden the own knowledge base and improve over time. Findings, Evaluation, and Critical Thinking; Section From the point of view, the professional growth and development have been enabled by the ever-changing nature of challenges and the frequent review of knowledge I have acquired on the job. A wave of self-confidence is washing over me. Researcher, too, the setting is more personal. Despite the dissatisfaction with the median wage, I have stayed a professor in the major because it is a vocation that enables me to seek self-actualization, which is the primary source of pleasure. Success in the Workplace, Flexibility, and Self-Sufficiency.

### Satisfaction with self-actualisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	46	22.5	22.5	22.5
	agree	107	52.5	52.5	75.0
	undecided	46	22.5	22.5	97.5
	disagree	5	2.5	2.5	100.0
	Total	204	100.0	100.0	
Mean					2.0490
Std. Deviation					.74115

## 8. PURPOSE OF THE RESEARCH

Despite its limitations, this study adds significantly to our understanding of what factors contribute to job satisfaction at Chinese universities. Due to significant changes in China's higher education system, concerns over the motivation of university instructors have increased. Findings from this research have the potential to enhance academic job satisfaction and the quality of higher education. If school administrators are happy in their jobs, their students will get a better education.

How academics see their job has a direct impact on how satisfied they are with it and how good their lessons are, both of which determine whether or not they want to stay in the field. "High academic work satisfaction" would result in an improved education system as, as Hean and Garrett (2001) put it, "happy instructors are better teachers."

## 9. DISCUSSION

The contentment level of Chinese university teachers was the focus of the study's authors.

Academic job satisfaction is on an individual's emotional reaction to their work. Numerous studies have shown a connection between job satisfaction and less evident work and the reasons underlying this phenomenon in China are the areas where Western experts agree on their importance. Consequently, this must be done in order to test general theories within the context of Chinese culture. Western ideas about organization's veracity. University work satisfaction and its effects have been investigated from the viewpoint of academics using a mixed-methods approach, taking into account individual variations, aspects pertaining to the job (both internal and external), and environmental factors. Research outcomes and anecdotes. Academics' satisfaction with their present jobs was shown to be correlated with a variety of factors, according to survey responses. All of these factors have been found throughout this analysis and their interconnections assist identify problem areas. Productivity and Its Effects Several of the study's recommended measures were driven by heightened awareness of the harmful impacts of labour. This is where the study's final results are shown. First, the 208 Final Thoughts and the findings of the experiments.

After that, researchers will talk about the author's personal contribution to the field and the policy recommendations. highlights the findings from scholars who have researched the field of education. Lastly, the limitations of the research are addressed.

Next, researcher will talk about some suggestions based on this research that might be a springboard for future research. After that, the results of the present investigation are given.

## 10. CONCLUSION:

A difficult shift is having an impact on faculty and staff at universities throughout the globe. Consequently, academics at universities are now expected to work in a more complex and demanding environment. Academic job happiness has considerable quality effects, which is why universities are becoming more worried about it. The Western world has done a lot of research on the topic of job satisfaction, but the Chinese context has left

researchers scratching their heads. This research addresses a gap in the existing literature by testing the idea that cultural influences influence Chinese workers' levels of job satisfaction.

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