



UNIVERSITI PUTRA MALAYSIA

**MODERATING EFFECT OF GENDER ON SELF-ESTEEM, WORK LOCUS
OF CONTROL AND JOB SATISFACTION OF ACADEMICIANS IN A
PUBLIC UNIVERSITY IN YEMEN**

AHLAM ABDULBAQE ABDULMALIK AL QUBATI

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By

AHLAM ABDULBAQE ABDULMALIK AL QUBATI

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia,
in Fulfilment of the Requirements for the Degree of Doctor of Philosophy**

June 2014

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DEDICATION

To my first teacher who taught me the alphabet of life ...on how to enlighten my way ...who gave me the strength to reach for the stars and chase my dreams ...who was supportive of me ... who was my love, friend, and father ...who inculcated in me the dream of a high degree. To the most precious and the special father ...who was the greatest father.....to my beloved late father. I ask Allah SWT to grant you Paradise.

I would also like to dedicate my work to the memories of my beloved late sister Eman and nephew Asil.



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Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment
of the requirement for the degree of Doctor of Philosophy

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By

AHLAM ABDULBAQE ABDULMALIK AL_QUBATI

June 2014

Chairman: Associate Professor Ismi Arif Bin Ismail, PhD
Faculty : Education Studies

Higher education system must aim at producing individuals who are well-educated, and equipped with the knowledge and skills to effectively participate in the development of the nation by meeting the human development demands rather than just provide mere education. Correspondingly the developing countries are facing great challenges in meeting the increasing demand for higher education, and to develop their institutions of higher education in order to keep pace with the developed nations of the contemporary world.

Job satisfaction, which is a critical factor in the achievement of this objective, is too complex a phenomenon to be reduced to simple causal factor. A few studies of job satisfaction in higher education have been conducted and it was found that it is a very important criterion observed in enhancing the quality and logical organization of higher educational settings. Thus, to shed light on this essential point in the current study, the researcher focused on the impact of work locus of control and self-esteem of academic staff that was investigated with specific attention paid to how it affects several aspects of job satisfaction in universities of Yemen.

This study was conducted to determine the level of job satisfaction among the academic staff. It investigates the relationship between self-esteem, work locus of control and job satisfaction as well as the role of gender as a moderation factor. The effects of facets of job satisfaction were observed and analyzed. The data were collected via self-report instruments. Data was collected from eight public Yemeni universities under the auspices of the Ministry of Higher Education (MOHE) located in all educational regions in Yemen. SPSS and Structural Equation Modeling (SEM)

were used to analyze the data collected through questionnaires. Several important findings were achieved. The sample size was 573.

The results indicated that the academic staff in the universities of Yemen have a high level of self-esteem, with a moderate level of job satisfaction and have external work locus of control. However, demographic factors such as gender, years of experience, academic rank were observed to have no influence on job satisfaction of academic staff in public universities in Yemen. In addition, further analyses on job satisfaction predictors such as self-esteem and work locus of control revealed that they were strong predictors of job satisfaction. There was a strong direct relationship between self-esteem, work locus of control and job satisfaction. The findings also indicated that gender has an impact in moderating the relationship between self-esteem and job satisfaction. The major contribution of this study is that it highlighted the role of self-esteem and work locus of control in job satisfaction and demonstrate the application of this effect on academics' behavior. Universities must provide supportive human resource development practices and a conducive working environment that will nurture positive self-esteem and work locus of control among academics, which eventually will positively impact on their job satisfaction.

Abstrak tesis yang dikemukakan oleh Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

**PERANAN JANTINA SEBAGAI PERANTARA DALAM HUBUNGAN
ANTARA HARGA DIRI, LOKUS KAWALAN KERJA DAN KEPUASAN
KERJA DALAM KALANGAN STAF AKADEMIK UNIVERSITI AWAM DI
YAMAN**

Oleh

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Jun 2014

Pengerusi: Profesor Madya Ismi Arif Bin Ismail, PhD
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Sistem pendidikan tinggi seharusnya mempunyai matlamat menghasilkan individu yang berilmu, dan dilengkapi dengan pengetahuan dan kemahiran untuk mengambil bahagian dengan berkesan dalam pembangunan negara, dengan memenuhi tuntutan pembangunan manusia dan bukannya hanya menyediakan pendidikan semata-mata. Sehubungan itu, negara membangun menghadapi cabaran hebat bagi memenuhi keperluan permintaan dalam pendidikan tinggi dan dalam membangunkan institusi pengajian tinggi mereka sendiri bagi memastikan ia seiring dengan pembangunan dunia sejangat.

Kepuasan kerja adalah satu fenomena yang terlalu kompleks untuk dikurangkan kepada faktor penyebab yang mudah. Beberapa kajian tentang kepuasan kerja yang dijalankan di peringkat pengajian tinggi mendapati ianya merupakan satu kriteria yang penting dalam menambah baik kualiti dan kewajaran organisasi dalam bidang pendidikan tinggi. Sehubungan itu, kajian ini dijalankan untuk menentukan tahap kepuasan kerja dalam kalangan staf akademik. Selain itu, ia juga menyiasat hubungan antara harga diri, lokus kawalan kerja, dan kepuasan kerja, dan juga peranan jantina sebagai perantara. Kesan-kesan pada aspek-aspek kepuasan kerja juga diperhatikan dan dianalisis. Data dikumpulkan melalui instrumen laporan sendiri. Data dikumpul daripada 8 universiti (kesemuanya universiti awam) yang terletak dalam semua kawasan pendidikan di Yemen. SPSS dan *Structural Equation Model* (SEM) digunakan untuk menganalisis data yang dikumpul melalui soal selidik. Beberapa penemuan penting telah diperolehi. Saiz sampel adalah 573.

Hasil kajian menunjukkan bahawa staf akademik universiti – universiti di Yemen mempunyai tahap kepuasan diri yang tinggi dengan tahap yang sederhana bagi kepuasan pekerjaan dan lokus kawalan kerja (*locus of control*) luaran di mana gender menjadi faktor perantara. Walaubagaimanapun, faktor-faktor demografi seperti jantina, tahun pengalaman bekerja, tahap akademik tidak mempengaruhi kepuasan kerja staf akademik di universiti-universiti awam di Yemen. Sebagai tambahan, analisis lanjutan ke atas peramal kepuasan kerja seperti kepuasan diri (*self-esteem*) dan lokus kawalan kerja (*work locus of control*) menunjukkan bahawa keduanya adalah

peramal yang kuat kepuasan kerja. Terdapat hubungan langsung yang kuat antara keyakinan diri (*self-esteem*), lokus kawalan kerja (*work locus of control*) dan kepuasan kerja, Dapat juga menunjukkan bahawa faktor jantina memberi kesan sebagai perantara dalam hubungan antara keyakinan diri dan kepuasan kerja. Sumbangan utama kajian ini adalah ia memberikan pencerahan kepada peranan keyakinan diri dan lokus kawalan kerja (*work locus of control*) dalam kepuasan kerja dan juga menunjukkan kesan aplikasi ini terhadap tingkahlaku ahli akademik berkenaan. Universiti harus menyediakan amalan praktis pembangunan sumber manusia yang menyokong dan persekitaran kerja yang kondusif bagi membentuk keyakinan diri (*self-esteem*) dan lokus kawalan kerja (*work locus of control*) yang positif yang pada akhirnya akan memberikan impak positif kepada prestasi kerja mereka.



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I certify that a Thesis Examination Committee has met on 30 June 2014 to conduct the final examination of Ahlam Abdulbaqe Abdulmalik Al-Qubati on her thesis entitled "Moderating Effect of Gender on Self-Esteem, Work Locus of Control, and Job Satisfaction of Academicians in a Public University in Yemen" in accordance with the Universities and University Colleges Act 1971 and the Constitution of the Universiti Putra Malaysia [P.U.(A) 106] 15 March 1998. The Committee recommends that the student be awarded the Doctor of Philosophy.

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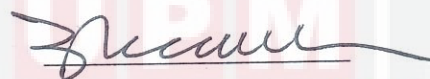
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