

Influence of Work Autonomy & Meaningfulness on Job Satisfaction in Kyrgyzstan:

A Study on the Moderating Effect of Supervisor-Subordinate Gender Match

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Outline

- **Context**
- **Supporting Theories & Hypotheses**
- **Data**
- **Results**
- **Takeaways**
- **Discussion Points**



Context

- **Job Satisfaction remains one of the most investigated employee outcomes.**



15 Oct, 2018, Forbes



19 Sep, 2018, The Independent

Context

- Job Satisfaction is a strong predictor of overall subjective well being, health, intention to quit, and even company profitability.
- Business schools around the world tended to teach, and consultants offer advice based on a common core knowledge accumulated through decades of research.
- Top mgmt. journals no longer focus on the nomological network of job satisfaction. It is a “dead” area.



- See also meta-analyses: Ng, Sorensen, & Yim (2009), Faragher, Cass, & Cooper (2005), Dormann & Zapf (2001), Cantarelli, Belardinelli, & Belle (2016)

Context

Most recent published Kyrgyzstan sampled studies found

- Bonus, salary, supervisor praise, chance to learn new things, friendly co-workers as sig. determinants of job satisfaction, but not work autonomy, job security, promotion. (Linz & Semykina, 2012, 2007 data)
- Women are more satisfied at work than are men, and men are more affected by extrinsic rewards than are female (Linz & Semykina, 2013, 2007 data)

New Studies of Job Satisfaction

- Theoretical Contribution would likely be found in Moderating relationships (boundary conditions), and in ways less studied.
- Local practical relevance would need to test if well-known relationships surrounding Job Satisfaction are applicable in Kyrgyzstan using more recent data.

**Direct and Moderating
Effect of Gender Match of
Subordinate & Supervisor**

**Replication of Known
Antecedents of Job
Satisfaction in Kyrgyzstan**

Supporting Theories

Key Variables

Job Satisfaction

- “pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating one’s job values” (Locke, 1969, p. 317)
- “job satisfaction ... is an attitude towards one’s job” (Brief, 1998, p. 10)

Work/Job Autonomy

- Freedom, responsibility, and control an employee has over how he/she gets his/her job done

Work Meaningfulness

- Purpose in work that is greater than the extrinsic outcomes of the work (Arnold et al., 2007)

Gender Dyad Match

- When supervisor’s gender is the same as that of the subordinate

Supporting Theories

Theories Supporting Effect of Autonomy & Meaningfulness on Job Satisfaction

Job Characteristics Model (Hackman & Oldham, 1975)

- Greater Autonomy leading to Feelings of Responsibility leading to higher job satisfaction
- Job Meaningfulness directly leads to higher job satisfaction

Self-Determination Theory (Deci & Ryan, 1985; see also Gagné & Deci, 2005)

- Greater Autonomy increases Intrinsic Motivation for the task/job, of which satisfaction is an indicator of being intrinsically motivated.
- Task Meaningfulness leads one to internalize the value and regulation of behavior, and hence Intrinsic Motivation for the task/job, of which satisfaction usually ensues.

Supporting Theories

Theories Supporting Effect of Gender Dyad Match on Job Satisfaction

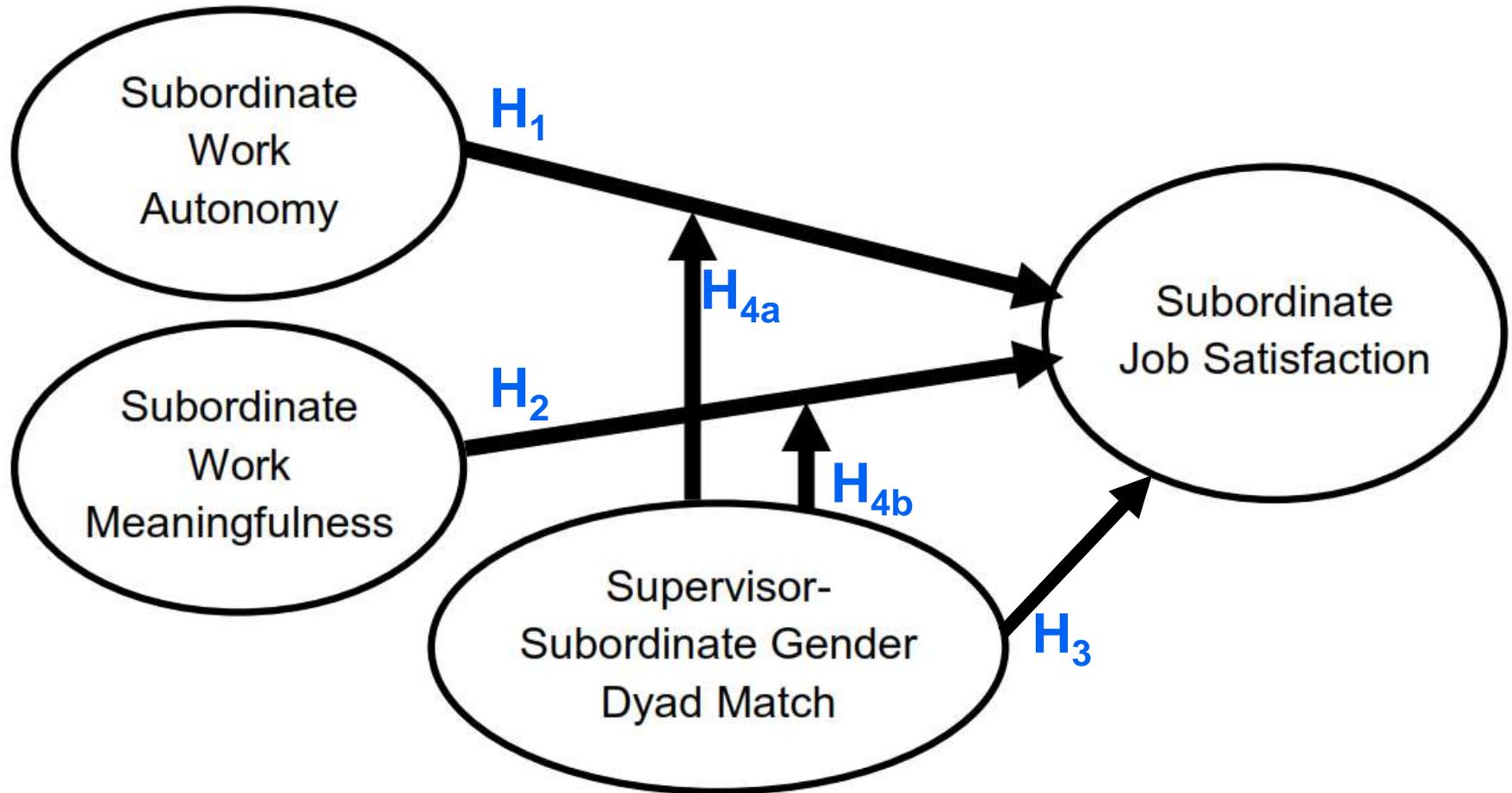
Theory of Relational Demography (Tsui, Egan, & O'Reilly, 1992; Tsui & O'Reilly, 1989)

- Grounded on Similarity-Attraction paradigm (Byrne, 1971) and Self-Categorization Theory (Turner, 1972)
- Being with similar (e.g., gender, race) others in a group (e.g., work teams, departments) lead to higher job-related psychological outcomes including satisfaction. Effect replicated in several studies.

Leader-Member Exchange (Graen & Uhl-Bien, 1995)

- Leaders do not treat all subordinates the same.
- They trust some subordinates more than others and in turn give more attention & resources. Such subordinates are termed as the in-group and they are usually more motivated, less stressed, and have higher job satisfaction.
- Such in-group are formed early in the group formation or leader-follower establishment state, and because trust is a pre-cursor to high LMX, similar gender will likely have higher LMX.

Hypothesis



Hypothesis

H_1 : Work Autonomy will be positively related to Job Satisfaction.

H_2 : Work Meaningfulness will be positively related to Job Satisfaction.

H_3 : Working with Supervisor of Similar Gender will be positively related to Job Satisfaction.

Buffering Hypothesis

H_{4a} : Working with Supervisor of Similar Gender will moderate the effect of Work Autonomy on Job Satisfaction, such that the effect of Work Autonomy on Job Satisfaction will be reduced.

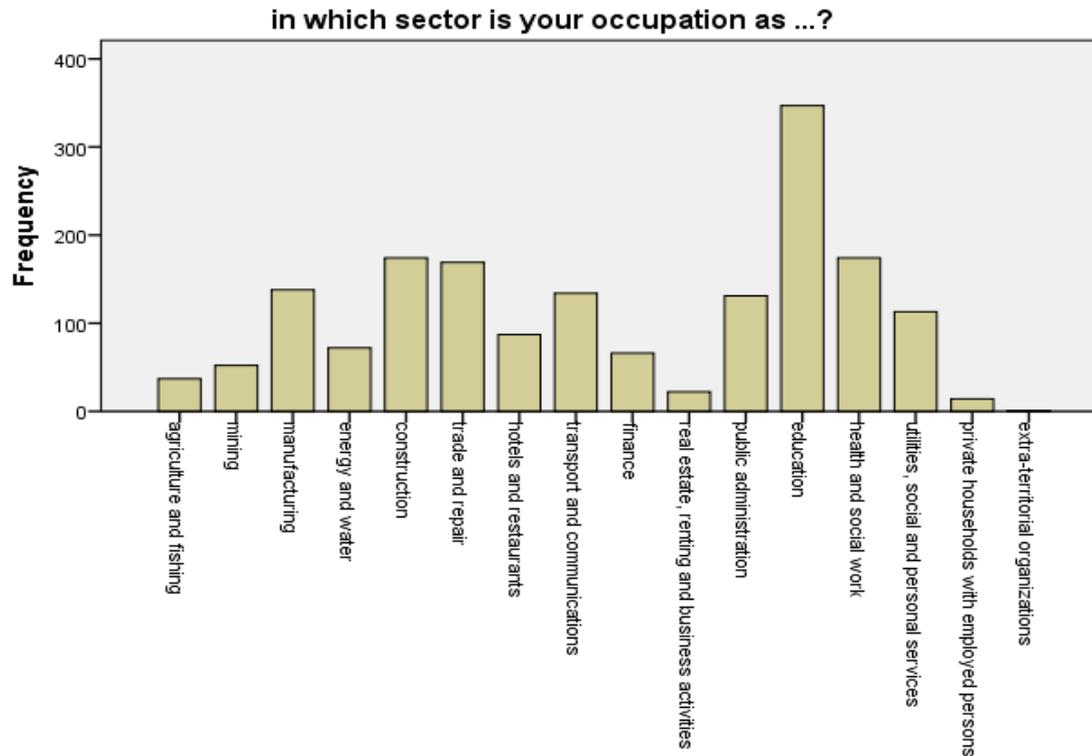
H_{4b} : Working with Supervisor of Similar Gender will moderate the effect of Work Meaningfulness on Job Satisfaction, such that the effect of Work Meaningfulness on Job Satisfaction will be reduced.

Data

Life in Kyrgyzstan Data - 2013

- Respondents who are Wage Earning, Supervisors Gender is not blank
- All sectors, all geographic locations
- N=1655

Control Variables: Age, Variable Pay, Benefits



Data

Control Variable: Benefits

- **Count of “Yes”**, because the effect on humans responses to perceived job stimulus is studied, only “Yes” is deemed to have an effect.

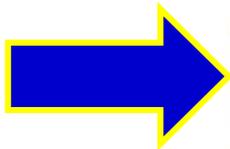
Which of the following benefits do you get from your work?	Yes, from my employer	1
Free meals	Yes, from another source	2
Learning opportunities	No, I do not have a health insurance	3
Financial support when needed	Don't know	4
Kindergarten	N/A	5
Eligibility for unemployment benefits	Yes, employer contributes to my pension	1
Eligibility for paid paternity/maternity leave	No, I contribute myself to my pension	2
	No pension contributions made	3
	Don't know	4
	N/A	5
	Yes	1
Do you get housing allowances/benefits from your employer?	No	2
	Don't know	3
	N/A	4
	Yes	1
Does your employer provide you a paid sick leave in case of wellness?	No	2
	Don't know	3
	N/A	4

Data

Control Variable: Variable Pay

- **Count of “Yes”**, because the effect on humans responses to perceived job stimulus is studied, only “Yes” is deemed to have an effect.

Which of the following benefits do you get from your work?	YES	NO	Don't know	N/A
Free meals	1	2	3	4
Learning opportunities	1	2	3	4
Bonuses	1	2	3	4
Financial support when needed	1	2	3	4
Kindergarten	1	2	3	4
Eligibility for unemployment benefits	1	2	3	4
Eligibility for paid paternity/maternity leave	1	2	3	4



Data

Independent Variable: Gender Dyad Match

- 1 if Gender of Supervisor is same as Gender of Respondent

Gender of Supervisor

What is the gender of your supervisor?	Male
	Female

Gender of Respondent

Gender		1 - Male, 2 - Female
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5. FAMILY AND HOUSEHOLD

5.D WOMEN'S BACKGROUND AND FERTILITY

INTERVIEWER: This module is only for FEMALE respondents. If respondent is MALE, then go to the next section. If the respondent filled this module in 2012, and she did not give any births or there were no changes in her marital status in the last 12 months, then go to the next section.

I516a	Was there any change in your marital status or number of children in the last 12 months?	Yes	1
		No	→ 5.E. 2
I516	Are you currently married?	Yes	→ I519 1
		No	2



Data

Independent Variable: Work Autonomy

Survey question on work autonomy

How much independence do you have in performing your tasks at your main work?	No independence at all	1
	Limited independence	2
	Some independence	3
	Complete independence	4

Independent Variable: Work Meaningfulness

Survey question on job meaningfulness

How meaningful is your main job?	Not meaningful at all	1
	Little meaning	2
	Quite meaningful	3
	Very meaningful	4

Data

Dependent Variable: Job Satisfaction

- Normalize using Item-level Z-scores
- Create Composite Variable ($\alpha=.869$), hence we take the mean of 8 z-scored items

Now I would like to ask you about your satisfaction with different aspects of your life

	0	1	2	3	4	5	6	7	8	9	10	Not applicable (90)
	Rate: 0 (Completely dissatisfied) -----> 10 (Completely Satisfied)											
2 Your job (if employed)												

How satisfied are you with...?	Not at all satisfied	Somewhat unsatisfied	Neither	Somewh at satisfied	Very satisfied
Job stability	1	2	3	4	5
Form of contract	1	2	3	4	5
Social status from the job	1	2	3	4	5
Relationship with colleagues	1	2	3	4	5
Convenience of distance to work place	1	2	3	4	5
Availability of training and skill development opportunities	1	2	3	4	5
Potential of your job for growth and promotion	1	2	3	4	5

Zero-Order Correlations

Means, Standard Deviations, and Zero-Order Correlations of Full Sample

	<i>M (SD)</i>	1	2	3	4	5	6
1. Gender Match	.71 (.45)	--					
2. Age	38.74 (12.61)	-.068**	--				
3. Variable Pay	.51 (.50)	-.094**	.126**	--			
4. Benefits	2.35 (1.70)	-.129**	.180**	.464**	--		
5. Work Autonomy	2.28 (.93)	-.005	.060*	.064*	.027	--	
6. Work Meaningfulness	3.01 (.78)	-.052*	.033	.235**	.256**	.178**	--
7. Job Satisfaction	.01 (.72)	-.105**	.082**	.385**	.481**	.153**	.390**

N = 1639 (Listwise deletion). *. Significant at the 0.05 level (2-tailed). **. Significant at the 0.01 level (2-tailed). Variable Pay is dummy coded with presence of variable pay = 1. Gender Match is dummy coded with match = 1.

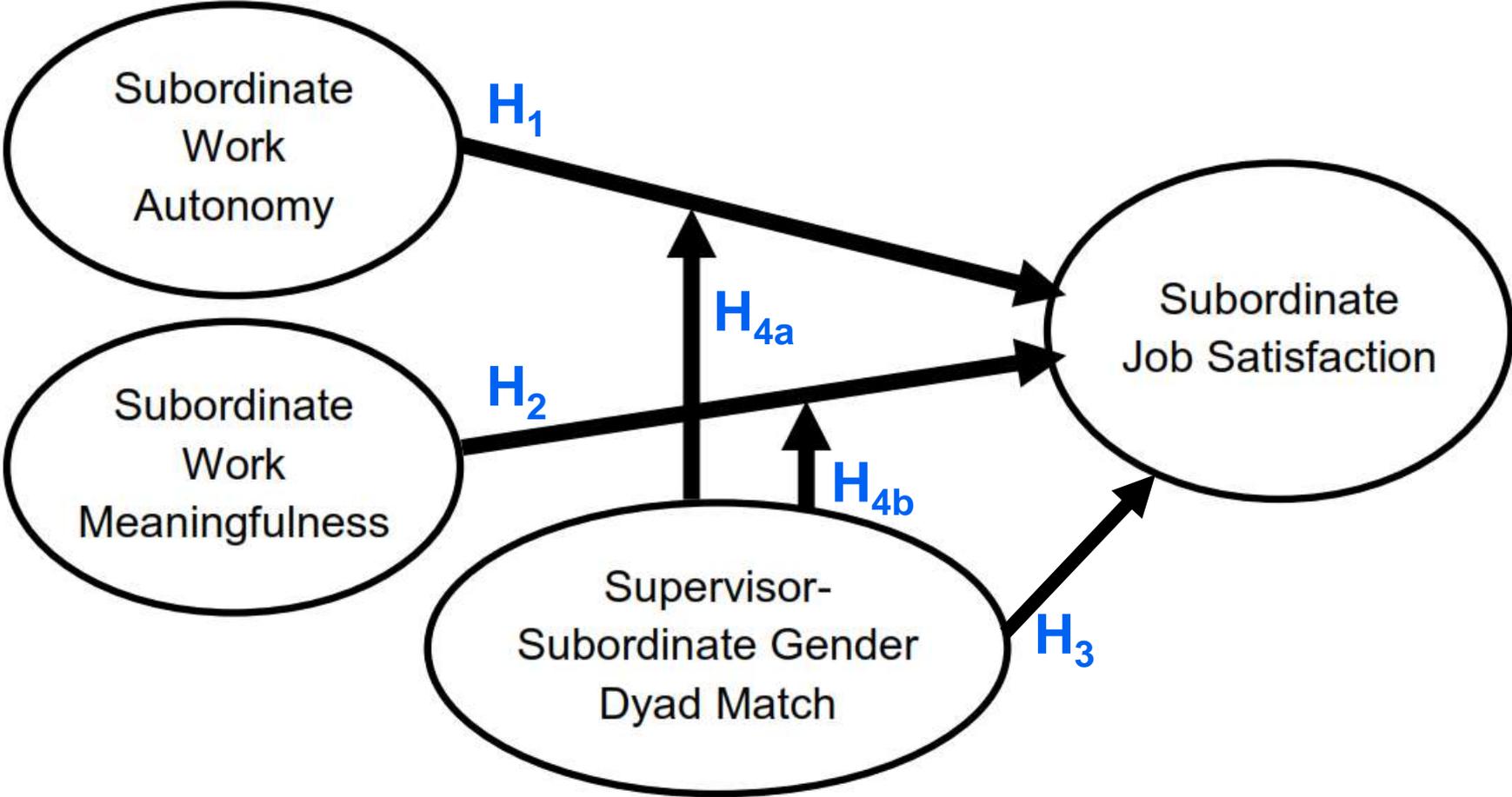
Results

Hierarchical Linear Regression Results of Job Satisfaction, Standardized Beta Coefficient

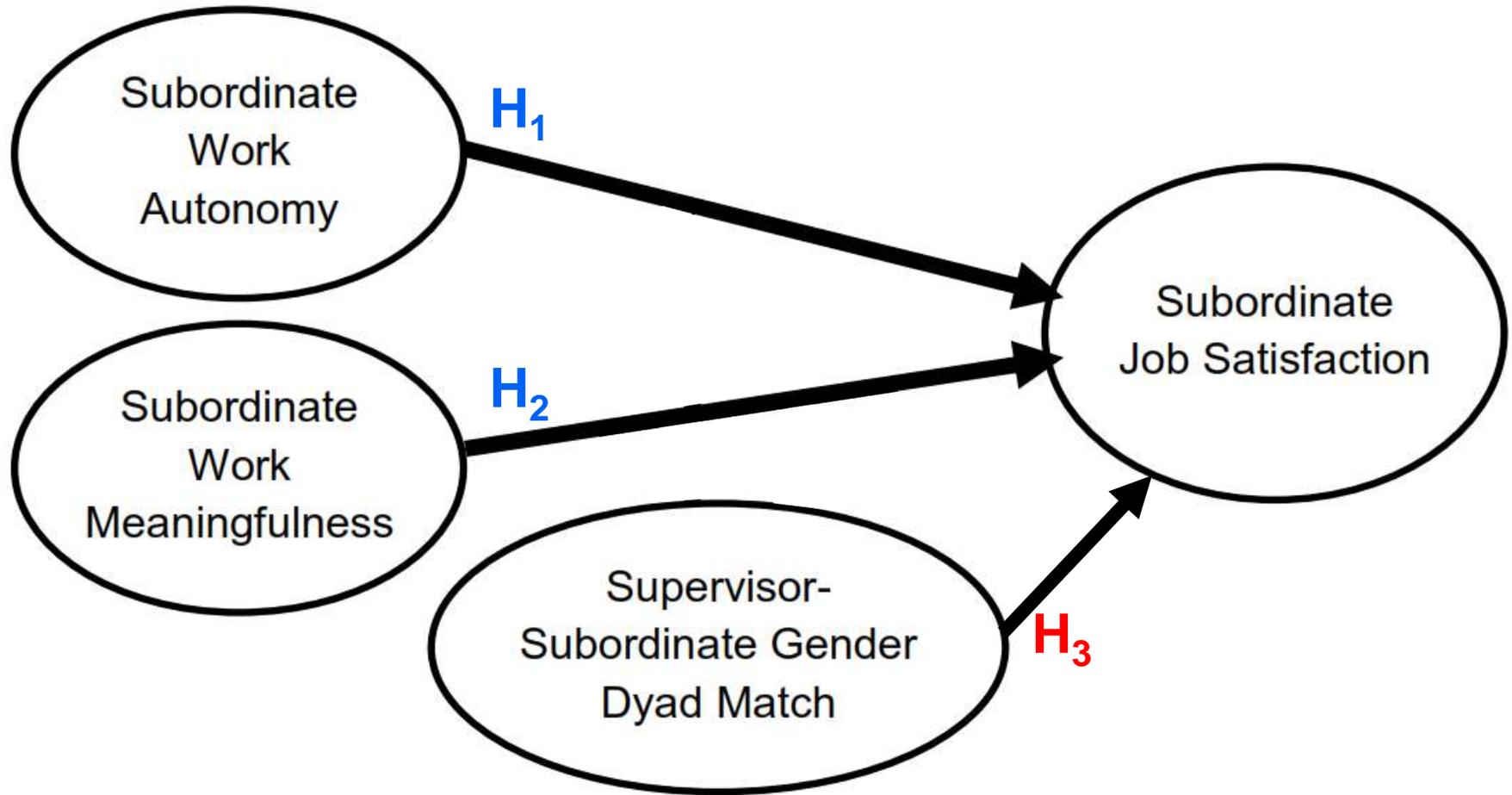
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8	Model 9
<i>Control</i>									
Age	-.014	-.021	-.009	-.015	-.014	-.015	-.022	-.009	-.014
Benefits	.388**	.198**	.167**	.205**	.164**	.162**	.197**	.166**	.163**
Variable Pay	.207**	.389**	.337**	.384**	.342**	.338**	.385**	.334**	.338**
<i>Independent</i>									
Work Autonomy		.132**			.091**	.091**	.147*		.073*
Work Meaningfulness			.265**		.249**	.248**		.370**	.348**
Dyad Gender Match				-.037*		-.034*	-.028	.076	.057
Autonomy*Match							-.018		.021
Meaningfulness*Match								-.150	-.141
Overall Model F	196.408	160.558	200.578	148.242	166.173	139.084	107.646	134.681	104.491
R-sqr	.265	.282	.329	.266	.337	.338	.284	.331	.339
Adjusted R-sqr	.264	.281	.328	.264	.335	.336	.281	.329	.336
df	3, 1635	4, 1634	4, 1634	41,634	5, 1633	6, 1632	6, 1632	6, 1632	8, 1630

* Indicates coefficient with significance at $p < .10$. ** Indicates coefficient with significance at $p < .01$

Results



Results



Key Takeaways

1. Although different in conceptualization, contrary to Linz and Semykina (2012, from 2007 data), Work Autonomy has a positive effect on Job Satisfaction.
2. Oft-cited wisdom of giving greater autonomy and meaningfulness to employees for their job to boost Job Satisfaction is valid in Kyrgyzstan, but the effect of autonomy is *much less* than that reported in most meta-analyses (.15 vs. ~.69), while effect of meaningfulness is much closer to expected levels (.39 vs. ~.66).
3. The prediction based on Gender-Dyad Match on Job Satisfaction is unsupported by empirical data from Kyrgyzstan. It is instead in the **opposite direction** from that in other studies of relational demography.
4. Despite the opposite direction of Gender-Dyad Match, no buffering interaction (moderating) effect is found, suggesting the Gender-Dyad Match may have boosted Job Satisfaction in aspects that are different from that captured by Work Autonomy and Work Meaningfulness.

Limitations & Discussion Points

1. Why look at Model 6 for hypothesis testing? Following McClelland, Irwin, Disatnik & Sivan (2017), multicollinearity is to be expected and concerns are “irrelevant for tests of moderator variables” (p. 394). But when interaction term is insignificant, there is no need to control for the effect moderator term when estimating the direct effects.
2. Single-item measure of autonomy and meaningfulness may not capture the full facets of the construct.
3. Could there be a wrong coding...? Especially since the gender of respondent is inferred.
4. Why working under Supervisor of Different Gender will lead to higher job satisfaction?

Thank You

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