

Demographic Differences and Job Performance among Academicians

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Abstract:- This study investigates the relationship between demographic variables and job performance among academics at Universiti Teknologi MARA (UiTM). The study examines how gender, age, marital status, and faculty affiliation affect the work performance of academic personnel. The research involved 369 participants from different faculties, who shared information on their demographic profiles and their perceived job performance. The results indicate that gender has no substantial impact on work performance among academic staff, which is consistent with previous research that has shown conflicting findings on this association. Age does not significantly affect job performance, which challenges ideas about how ageing affects productivity in the workplace. Marital status does not exhibit any noteworthy link with job performance, displaying diverse outcomes in comparison to previous research. Furthermore, the study examines the differences in job performance among faculties at UiTM, revealing similar levels of success across several faculties. The research enhances comprehension of the complex interplay between demographic variables and work performance in an academic environment. Future studies should incorporate additional demographic factors, such as teaching experience, education level, and teaching hours, in order to conduct a thorough study. In summary, this study offers significant insights for academic institutions seeking to improve the productivity and well-being of their faculty personnel.

Keywords: Job performance, demographic background, academicians.

1. Introduction

The performance of employees has been a crucial factor in determining the success of a company. Employee biographical variables, which are inherent in each individual employee, are one of the determinants of employee performance. Employees play a crucial role in the achievement of the organization's success. Therefore, it is necessary to have employees who possess a positive and proactive mindset, including qualities such as promptness, proactiveness, ingenuity, and adaptability, all of which contribute to enhancing employee efficiency. Previous studies have examined the relationship between demographic aspects and employee job satisfaction (Bashir et al., 2011), employee performance (Baijal, 2015), academic performance (Takur, 2017), and teaching performance (Sankar, 2018). The demographic variables that have been analysed encompass age, gender, educational attainment, length of employment or professional experience, and the number of dependents in one's family. However, there is a lack of study on the correlation between demographic characteristics and employee performance in the existing literature on demographics. Furthermore, the results of prior research on demographic data indicate little influence or correlation (Bose, 2018). Yet, Kuya (2013) and Munjuri (2012) identified a significant connection between employee performance and demographic aspects. The findings of this study seem inconsistent, thus need further investigation. Consequently, the study aims to investigate the differences on demographic characteristics and the performance of academicians in Universiti Teknologi MARA.

2. Literature Review

Fernandez (1993) asserts that demographic characteristics have a positive impact on employee performance. Managing demographic characteristics involves successfully utilising and using cultural variety, abilities,

concepts, and creativity to contribute to a shared objective while also giving the company a competitive edge. Demographic factors refer to specific characteristics of a population that are relevant to a business and its employees, based on their categorization. Demographic considerations, as described by Mazilu and Mitroi (2010), refer to a segmentation approach that directly involves sociodemographic characteristics.

2.1 Job's Performance

Job performance is essentially an objective evaluation of an individual's proficiency in carrying out their job responsibilities. The performance of an employee directly affects the productivity of an organisation. Kahya (2009) identifies work performance as the primary dependent variable in the field of industrial and organisational psychology. An organization's performance and production will improve with competent workers (Nawaz & Kundi, 2010). According to Hendrawijaya (2019), intrinsic employee biographical factors may predict performance. Thus, this requires proactive, positive staff with increased reactivity, initiative, inventiveness, and adaptive sensitivity. Zannah et al. (2017) stated that demographic elements including business tenure, age, and education have been shown to shape and succeed organisations. Wiklund and Shepherd (2005) observed a strong and statistically significant association between demographics and organisational outcomes. Thus, the consideration of demographic characteristics within an organisation is a crucial component that significantly influences both individual and organisational performance. Oyewole and Popoola (2015) classify personal parameters such as age, gender, educational level, tenure or working experience, job level, and monthly compensation as demographic variables, which discuss in the next section.

2.2 Gender

Gender is a determinant of employee performance due to variations in both physical and psychological attributes. Kimmel (2000) argues that gender distinctions are no longer relevant in contemporary society. Gender equality is prevalent in nearly all areas, as stated by Moore (1999). Both genders vie for equitable employment opportunities. Business globalisation offers equitable chances for individuals to be employed by a corporation. According to Kotur and Anbazhagan (2014), female workers exhibit higher levels of productivity compared to their male counterparts. Green et al. (2009) studied the relationship between gender and job performance among brokerage firm equity analysts. The study found significant gender-based differences in performance on various dimension. Although it added that women are significantly more likely than men to be designated as All-Stars, which indicates that they outperform men in other aspects of job performance. According to Khan, et al. (2013), sex refers to the condition of being male or female, emphasising social and cultural distinctions rather than biological distinctions. Gender is a crucial determinant of the demand for organisational leadership. According to Collins and Tisdell (2002), the performance of men and women varies based on their individual perspectives on leadership. Men exhibit distinct approaches in accomplishing corporate objectives in various contexts, although women also tend to adopt varied strategies based on situational requirements (Moriarty & Honnery, 2005).

2.3 Age

Age is a determining element in a person's performance, which varies depending on the nature of their profession (Warr, 1994). The process of learning is influenced by age and has a positive impact on performance (Gawi, 2012). According to Heck et al. (1995), older employees demonstrate superior performance compared to younger ones. According to Orser and Foster (1992), elder personnel demonstrate higher productivity compared to their younger counterparts. Old age is often regarded as an accumulation of experience and knowledge by certain individuals. According to Khan, et. al (2013), age is defined as the duration between a person's birth and a specific pre-established moment. Simultaneously, although numerous organisational studies have extensively examined various aspects of leadership (Kamp, 1999), the significance of age has been generally overlooked. As someone ages, their sense of responsibility also develops. Over time, the likelihood of a transition decreases. Individuals in their forties and fifties have a greater degree of organisational engagement compared to newcomers, as indicated by Nawaz and Kundi (2010).

2.3 Marital status

Another important biographical factor that can have an impact on workplace performance and satisfaction is the marital status of employees. However, due to a lack of reviews, it is not possible to draw any conclusions about the influence of marital status on job performance and satisfaction (Hafeez et al, 2020). Nevertheless, the limited inquiry conducted in this field consistently reveals that married employees have more satisfaction with their employment or occupations compared to their unmarried counterparts (Feldman, 1988). Marriage may raise responsibility, which might lead to better professional prospects and more salary. In such cases, many researchers dispute the parts they disagree with and alter them. There is a lot of research linking married status to physical and mental health, but none has examined individual-level social well-being also performance (Hafeez et al., 2020).

2.4 Faculty

An organisation is divided into departments based on their distinct duties within the organisation. A department is a hierarchical subdivision of an organisation, led by a manager who has the responsibility of overseeing and directing its operations. Departments are established and functions of similar nature are merged into a cohesive body. The departmental manager assumes the role of the leader for each department. Bhasin (2021) argues that in order to achieve a common goal of an organisation, teams from various departments are merged. Several employees perform similar tasks for the benefit of the organisation. Senior executives, commonly referred to as managers, bear the job of supervising several divisions. They are responsible for assigning tasks and assignments to the staff members in their department. The deliberate deployment of staff by the human resource management department plays a crucial role in achieving organisational goals. Therefore, the human resources department should take prudence while choosing a workforce that is in complete harmony with the allocated tasks. Optimal overall success of the organisation relies on the efficacy of the team. Fundamentally, each individual inside an organisation harbours the ability, intelligence, knowledge, and potential that may be cultivated and improved over a period of time.

3. Methodology

A total of 369 samples out of 8788 were included in this investigation. As to the study conducted by Krejcie and Morgan (1970), a sample size of 368 is sufficient for a population of 9000. An online survey including 55 items was distributed via email to lecturers at 13 Universiti Teknologi MARA (UiTM) campuses. Participation in this study was entirely voluntary, and no personal information was collected to guarantee respondent anonymity. The study employed a simple random selection procedure to ensure that every member of the population had an equal and independent probability of being picked for inclusion in the sample. Prior to distributing the questionnaire, the researcher sought approval from the Research Ethics Committee under the reference REC/02/2022 (ST/MR/16).

4. Findings

a) Profile of the Respondents

Table 1: Profile of Respondents

Label		Frequency	Percentage (%)
Gender	Male	84	22.8
	Female	285	77.2
Age	26 years old – 35 years old	62	16.8
	36 years old – 45 years old	192	52.0
	46 years old – 55 years old	85	23.0
	55 years old and above	30	8.1

Marital Status	Single	73	19.8
	Married	285	77.2
	Divorced	11	3.0

Table 1 illustrates the demographic profile of the respondents of this study, which are divided into four categories, namely gender, age, marital status, and faculty. Based on the total of 369 responses received, the majority respondents are female with $n = 285$, 77.2%, followed by male respondents with $n = 84$, 22.8%. Most of the respondents are also in the age group of 36 years old to 45 years old with $n = 192$, 52%, followed by 46 years old to 55 years old with $n = 85$, 23% and age group of 26 years old to 35 years old with $n = 30$, 8.1%, meanwhile, the remaining respondents are from age group of 55 years old and above. Based on the responses, most respondents are married with $n = 285$, 77.2%, followed by $n = 73$, 19.8% who are single and 3.0% or 11 respondents are divorcee.

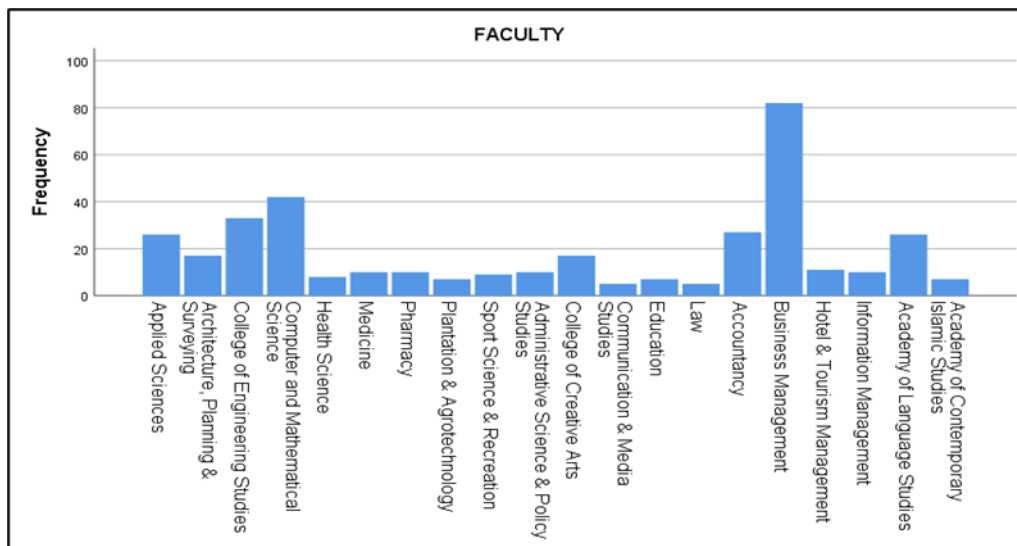


Figure 1: Faculty of Respondents

As shown in Figure 1 above, the number of respondents from various faculty, involved in this study. The graph showed that the highest of the respondents are from faculty of Business Management (22.2%), followed by faculty of Computer and Mathematical Sciences (11.4%), College of Engineering Studies (8.9%), faculty Accountancy (7.3%), faculty of Applied Sciences (7%), faculty of Academy of Language Studies (7%), faculty of Architecture, Planning & Surveying (4.6%), College of Creative Arts (4.6%), faculty of Hotel & Tourism Management (3%), faculty of Medicine (2.7%), faculty of Pharmacy (2.7%), faculty of Administrative Science & Policy Studies (2.7%), faculty of Information Management (2.7%), faculty of Sport Science & Recreation (2.4%), faculty of Health Science (2.2%), faculty of Plantation & Agrotechnology (1.9%), faculty of Education (1.9%), faculty of Academy of Contemporary Islamic Studies (1.9%), faculty of Communication & Media Studies (1.4%) and faculty of Law (1.4%).

b) Inferential Statistics

Inferential statistics are used to assess a sample to draw conclusions and extend the findings to a larger population (Ruben et al., 2023). It is frequently employed to compare the disparities among the treatment groups (Kuhar, 2010). The sample of subjects in the experiment is used to make inferences and draw conclusions about the treatment groups and the greater population of subjects. The primary inferential statistics utilised were ANOVA, which seeks to compare three or more means with one or two variables, and T-test, which aims to compare independent or dependent means. To conduct this analysis, it is necessary for the data to exhibit a normal

distribution. In this study, the data distribution was found to meet this condition. The aim of this study is to analyse the variations in demographic characteristics (such as gender, age, marital status, and faculty) and their impact on job performance among academics at UiTM. The analysis provides the following results:

Table 2: T-test results for respondent's gender

Levene's Test		F	Sig
Gender	Equal Variances Assumed	0.086	0.770

Table 2 demonstrates that the job performance of employees is comparable across all age groups of respondents. The ANOVA generated a p-value of 0.770 ($p > 0.05$), indicating that the mean differences between the sexes are not statistically significant. This suggests that the degree of variation in the gender of the respondents is equivalent within this group.

Table 3: ANOVA results for respondent's age

	F	Sig
Between Groups	1.284	0.279

The data presented in Table 3 shows that there is no variation in Employee's Job Performance across different age groups of the respondents. The ANOVA analysis yielded a p-value of 0.279 ($p > 0.05$), indicating that there is no statistically significant difference in means among the various age groups. This suggests that there is an equivalent level of variability among the age categories of the respondents, which are categorised as 26-35 years old, 36-45 years old, 46-55 years old, and 55 years old and above.

Table 4: ANOVA results for respondent's marital status

	F	Sig
Between Groups	0.391	0.677

One-way analysis of variance (ANOVA) is required to ascertain whether there is a significant mean difference in employee job performance based on the marital status of the respondents. As shown in Table 4, there is no significant difference in employee job performance based on the marital status of the respondents. ANOVA yielded a p-value of 0.677 ($p > 0.05$), indicating that the mean differences between the marital statuses of the respondents are not statistically significant. This suggests that the degree of variation among the age categories of the respondents, namely unmarried, married, and divorced, is equivalent.

Table 5: ANOVA results for respondent's faculty

	F	Sig
Between Groups	0.750	0.766

Finally, to determine whether there is a statistically significant mean difference in employee job performance among the faculty members who responded, One-Way ANOVA must be utilised. As shown in Table 5, the job performance of employees among the faculty members who responded is comparable. As indicated by the ANOVA p-value of 0.766 ($p > 0.05$), there is no statistically significant difference in means among the faculties of the respondents. This suggests that among the twenty faculty members surveyed, the variability of the faculty

groups is equivalent.

5. Discussion and Conclusion

Gender refers to a collection of traits that differentiate between males and females. An investigation of gender differences in the labour market has been a significant focus for labour economists. Researchers consistently assert that gender is a significant determinant of individual performance inside organisations. Consequently, certain types of job are explicitly associated with a particular gender. The study conducted by Jimoh (2008) on situational judgement, emotional labour, conscientiousness, and demographic characteristics as determinants of job performance among university administrative personnel in southern Nigeria indicates that there were no discernible disparities in work performance between males and females. Stone et al. (2016) discovered that gender had a negligible impact on job performance at Illinois State University. Consequently, studies investigating the correlation between gender and workers' performance have shown contradictory findings. Yutaka and Ohzono (2013) study revealed that male had higher levels of work values than female, except for monetary rewards.

Age is a determining factor in explaining how an individual evolves over time and consequently can impact how performance evolves over time. Smedley and Whitten (2006) argue that variations in age may influence employee's performance. The process of aging leads to a decline in various abilities, including speed, adaptability, effectiveness, motor coordination, and strength. The demands of the twenty-first century job can have a detrimental impact on worker performance as they aged (Salthouse, 1997). Darwin (2014) said that employing younger individuals who are proficient in technology would confer a significant advantage over older workers, given that the former group has grown up in a highly technical environment. Shultz and Adam (2007) conducted a study that found notable variations in work performance among different age groups. The study conducted by Ng and Feldman (2008) consistently found that age did not have a significant correlation with core task performance. However, it did have a positive correlation with citizenship behaviour and a negative correlation with counter-productive behaviour. Their study additionally noted that there are no substantial age disparities in core task performance between younger and older workers. Similarly, Timar (2014) documented a nonlinear correlation between the age of employees and work performance. Considering this stance; it is probable that workers' performance diminishes with age, depending on the nature of job tasks.

Addressing marital status, Khurshid et al. (2012) noted that it impacts teachers' self-efficacy. Specifically, married male and female teachers exhibit strong self-efficacy, which in turn contributes to their excellent job performance. In their study, Hassan and Ogunkoya (2014) discovered that marital status was the primary factor influencing the job performance of Insurance salesmen. Several studies have indicated that women who simultaneously maintained both work and family responsibilities had enhanced physical and mental well-being, leading to improved job performance, in comparison to women who remained at home or were unmarried. Hoobler et al. (2009) observed that traditional views of marriage, which involve women having more social obligations outside of work, may lead to the assumption that married women are less eligible for job compared to single women (Jordan & Zitek, 2012). Conversely, the research conducted by Lekha and Magesh (2016) demonstrated that unmarried employees exhibit higher levels of efficiency compared to their married counterparts. This is attributed to the fact that unmarried individuals have fewer commitments towards their family and other obligations. In their study, Iwuagwu et al. (2016) found that marital status has a substantial impact on the job performance of secondary school teachers. Munene et al. (2008) argued that the performance of workers is closely linked to their competency and their willingness to go beyond their normal duties. To attain maximum efficiency in their designated positions, it is critical that employees exhibit dedication and possess the proper work dispositions.

It has been argued by Amegayibor (2021) that variations in the departments of employees do not have an impact on their performance. This assertion is additionally in opposition to the results reported by Akgeyik (2014) and Alier (2015), which suggest that discrepancies among departments can substantially influence employee performance, including absenteeism. This demonstrates that significant alterations in demographic factors such as age and department will significantly impact employee output, absenteeism, and performance. The influence of these variables is to be expected, given that they are subject to change. Moreover, departments, in which managers rotate employees in and out, have the potential to elicit either positive or negative emotions from

workers through their work performance and absence patterns. As a recommendation for future study, the teaching experience, education level's also teaching hours need to be included as demographic variables in examining employees' performance or other work-related behaviours.

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