



## EXPLORING THE RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT FROM A GENDER PERSPECTIVE IN KOSOVO CONTEXT

*Original scientific paper*

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### ABSTRACT

*This paper examines the relationship between job satisfaction, organizational commitment and gender in Kosovo employment institutions. Despite the positive efforts to change the legislation, in order to increase women's participation in the labor market, Kosovo still remains the country with the lowest participation of women in the labor market, comparing to the other countries in the region. The study of job satisfaction and organizational commitment helps to understand the dynamics that generate the continuation of women at work and encourage many others to be included in the labor market. This paper uses the cultural heritage approach to understand the phenomenon. The methodology used to gather the data was quantitative one. A questionnaire was distributed to 338 employees of 11 employment institutions in Kosovo. The data revealed that more females than males show high level of job satisfaction and organizational commitment in the institutions where they work. This confirms the ‘the paradox of the contented female worker’, as explained by Clark (1997). The study also shows that there exists also a positive correlation between job satisfaction and organizational commitment of employees, both females and males, in the employment institutions involved in this study.*

**Keywords:** gender, job satisfaction, organizational commitment, employees, Kosovo

### INTRODUCTION

During the years 1970-1980 the number of women in the labor market, in a global context has increased (See: Forgieonne & Peeters, 1982, p. 101), this due to job market diversification and changes in labor legislation. The process of labor market feminization took place at different rates in different countries. Along with studies focused on employment issues, in the 1980s, researchers began to examine job satisfaction as well as organizational commitment, with the aim of developing strategies to lead organizations to success, because job satisfaction seems to have an impact on the success of the organization (Brown & Lam, 2008), as well as organizational commitment.

As women became an important part of the labor market, gender issues were also seen as closely linked to job satisfaction and organizational commitment.

This article aims to analyze the relationship between job satisfaction, organizational commitment and gender within Kosovo context.

The research objectives are: (a) to examine the relationship between gender and job satisfaction in Kosovo context (b) to examine the relationship between gender and organizational commitment in Kosovo context (c) to analyze the relationship between job satisfaction and organizational commitment in Kosovo context.

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The findings of this paper are important because they shed lights on some important elements that are related to the employees' job satisfaction and organizational commitment in Kosovo companies from gender perspective. The results of the present paper may have policy implications with the aim, not only to increase the company success, but also to increase the participation of female in the job market in Kosovo context.

The first part of this paper reviews, according to the literature, the relationship between gender and job satisfaction and organizational commitment.

The second part of this paper describes the Kosovo context, basing on the approach of the cultural heritage. The next part of the paper gives a description of the study methodology, the applied model, hypotheses and the research instrument, participants and sampling, procedure of data analyzing and study limitations.

The fourth part of the paper shows the research finding and discussions, focusing on the objectives set out at the beginning of the paper and on the fulfillment of the study purpose.

Last, the present paper gives the conclusions and some recommendations, which may be useful for raising the company's success and the involvement of woman in the labor market in Kosovo context.

## **KOSOVO CONTEXT AND THE CULTURAL HERITAGE APPROACH**

Following the humanitarian crisis triggered by the 1999 war, Kosovo focused on socio-economic and political recovery. The transition from a traditional society to a more urbanized and contemporary one, aimed to led to the labor market more women and girls. A considerable number of different organizations, including domestic and international non-governmental organizations, through various programs and projects have contributed to the advancement of the position of women towards achieving gender equality (ABGJ, 2011, p. 11). As a result, there was an increase in interest of girls attending university and postgraduate education in Kosovo (GAP Institute, 2017, p. 3) as well as the interest of women to find a job, which is almost at the same level as that of men. Number of male jobseekers registered with the Employment Agency in 2019 was 52,343, while the number of women jobseekers registered with the employment agency was 43,547. To moreover, over 6,700 women jobseekers had completed their bachelor studies, which is a higher number than number of male jobseekers with the same profile (4,067). (GAP Institute, 2019, p. 4).

As a matter of fact, despite the efforts to increase the number of employed women, Kosovo continues to have the lowest levels of female employment in the entire region. According to the World Bank, labor force participation in Kosovo is very low, especially among women. The employment rate in 2016 was higher for men than for women, as 43% of men of working age were employed compared to 12.7% of women of working age.

The inactivity rate is higher in rural areas, where inactivity among women reaches high levels up to 77.2% compared to that of men at 37% (Kosova Democratic Institute, 2017, pp. 5; 9). An analysis by the GAP Institute states that in addition to dedication to household chores, women in Kosovo face other employment barriers. An important barrier has to do with the traditional division of professions. While another barrier has to do with the discriminatory language of working competitions (GAP Institute, 2017). Traditional patriarchal culture, especially in rural areas, seems to compose a very strong barrier for the employment of the woman in Kosovo (GADC, 2020, p.18).

People in Kosovo actually have such a negative perception of market functioning of work, so that, nine out of ten people require work through personal contacts, family, friends and relatives. Age, place of residence (urban versus rural), educational attainment, status marital status, age of children and acceptance of remittances have been seen to be important factors affecting labor market participation, especially by women and youth. Women generally seek more accomplishments higher education than men to find a job (Kosova Democratic Institute, 2017, p. 17).

Despite the fact that there are not many studies on job satisfaction and organizational commitment, especially the studies related to gender perspective in the context of Kosovo, there are some comparative studies at a regional level, which can be used to better understand the dynamics of the phenomenon in Kosovo as well. According to Fargher, Kesting, Lange, and Pacheco (2008) job satisfaction has been strongly associated not only with measures of organizational culture, but also with cultural heritage of a society as measured by its basic value and belief system.

According to a study, conducted by Bednarska and Szczyt (2015, pp. 5-6), Kosovo was part of the countries with a low level of job satisfaction (as well as Albania, Montenegro, North Macedonia, Slovenia, Turkey, etc.). People in these countries made their general work satisfaction dependent particularly on pay.

In another study, conducted by Peterson, Kara, Fanimokun, and Smith (2019), the relation between organizational commitment and gender is related to the country culture. So they found out that organizational commitment is higher among men than women in four countries (Australia, China, Hungary, and Jamaica) and higher among women than men in two countries (Bulgaria and Romania). The study suggests limitations to the traditional modernity-based understanding of gender and the workplace. They find that models of gender and commitment developed for a Western context have important exceptions. Their results suggest that CEE is not homogeneous with regard to work and gender. This approach can be used to understand the Kosovo dynamics as well related to job satisfaction, organizational commitment and gender perspective.

## LITERATURE REVIEW ON JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT FROM A GENDER PERSPECTIVE

### Job satisfaction and gender perspective

Job satisfaction is commonly interpreted as an emotional response to a value judgement by an individual worker and it results from the perceived fulfilment of one's important job values (Henne & Locke, 1985). Employees satisfied with their work conditions are more likely to demonstrate engagement as a means of reciprocity for the organization that has benefited them (Aselage & Eisenberger, 2003).

The findings in the international literature about the relationship between gender and job satisfaction are very heterogenous. It seems that cultural heritage of a country influences the job satisfaction of men and woman.

According to Forgiogne and Peeters (1982) female express less job satisfaction than man in their working place, because of the level of training of all kinds. The Bednarska and Szczyt (2015) study doesn't support the expectation of significant gender discrepancies in well-being at work.

Other studies have shown that, compared to men, woman experience higher levels of job satisfaction (Bender, Donohue, & Heywood, 2005; Clark, 1997; Kaiser, 2007; Huang & Gamble, 2015). This finding has been called 'the paradox of the contented female worker'.

So, some reasons that explain this gender gap on job satisfaction are:

1. Low levels of career expectations by women, which lead to higher levels of job satisfaction, (Clark, 1997); According to Huang and Gamble (2015, p. 344) gender role expectations in general influence job satisfaction.
2. Women value flexibility at work more than men and working on more flexible jobs they tend to have higher levels of job satisfaction (Bender et al., 2005).
3. Women preferences are related to the jobs which facilitate a good work-life balance, and as a consequence drive to higher level of job satisfaction (Redmond & McGuinness, 2019).

Williams et al., (2006) claim that the paradox of the contented female worker is weakening over time. According to Kaiser (2007) this is the consequence of modernization of a labor market regime in terms of equal opportunities for women and men.

### Organizational commitment and gender gap

There exist many contributions on developing the concept of organizational commitment (Allen & Mayer, 1996; Baack, Luthan, & Jerry, 1991; Cohen, 2007; Kanter, 1968; Sheldon, 1971). Allen and Meyer (1996) developed the concept of organizational commitment based on the affective commitment and the continuance commitment. Other authors have developed a concept of organizational commitment basing on the employee's loyalty to the organization, willingness to

exert effort on behalf of the organization, degree of goal and value congruency with the organization, and desire to maintain membership (Cohen, 2007, p. 336). Aydin et al., (2011) using a meta-analysis method, included and analyzed fifteen research studies, focused on the job satisfaction of teachers, organizational commitment and gender. Among others, referring to O'Reilly and Chatman (1986, p. 492) they spoke about three levels for organizational commitment: (1) the level of accordance that is related to necessity of accordance because of an award or a penalty; (2) the level of identification that is related to the feeling as a part of the group when the person gets the opportunity to express himself freely; (3) the level of internalization that is related to the accordance between the organizational and personal norms, so the employee makes willingly the organizational norms (Bursalioğlu, 2005, p. 144).

According to Aydin et al., (2011) study findings, the effect of gender on job satisfaction is in the favor of males. For the levels of accordance and continuance were found in favor of females while for the levels of identification and internalization it was on the favor of males.

As well as for job satisfaction, many organizational and gender studies suggest that the implications of gender for commitment-related concepts differs among societies (See: Peterson et al., 2019). So, government policies and cultural heritage seem to explain the empowerment of woman at working market, which vary from the Western societies to the Eastern ones, which is reflected to the organizational commitment too (Stavrou, Casper, & Ierodiakonou, 2015).

### The relationship between job satisfaction and organizational commitment

In some studies job satisfaction is considered as a variable which influences the organizational commitment. Taking the example of USA and India companies, Chordiya, Sabharwal, and Goodman (2017) found out that, in both countries' contexts, job satisfaction has a significant positive impact on affective organizational commitment. In other studies focused on the relationship between job satisfaction (JS) and company commitment (CO), the last one is considered as an independent variable which influences on the JS. For example Munfaqiroh, Mauludin, and Suhendar (2021) found out that organizational commitment which is influenced by transformational leadership has an influence on employee job satisfaction. The same results have been revealed by Adekola (2012), Akhtar, Durrani, & Hassan, (2015).

In other studies both JS and CO influence each-other. For example Testa (1999) shows that organizational commitment influences employee job satisfaction and even job satisfaction values depends from the organizational commitment in the companies.

In the present study we tried to explore the relationship between the two variables (JS) and (OC), but further studies should analyze which variable influences the other.

## METHODOLOGY

### Hypotheses, the applied model and the research instrument

In order to explore the relationship between job satisfaction, organizational commitment and gender gap, 3 hypotheses were raised:

H1. Women experience more job satisfaction than men;  
 H2. Women have higher organizational commitment than men;

H3. There is a positive correlation between job satisfaction and organizational commitment for both males and females.

So, the applied model is showed in the following figure:

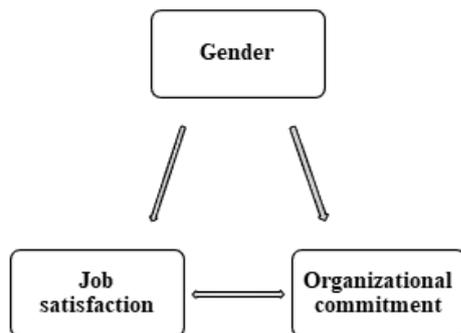


Figure 1. The applied model

As described in the preview sections of the present paper, the main focus is to explore the relationship between job satisfaction and organizational commitment from gender perspective in Kosovo context. The instrument used in this research is a structured questionnaire and the variables used are: the independent variable of gender, the variable of job satisfaction (JS) (10 items), and the variable of organizational commitment (OC) (10 items). To construct the variable of JS and OC, as a reference was taken the model offered by Munfaqiroh et al. (2021).

The questionnaire has been validated and tested. According to the reliability statistics the Crombach's Alpha for the variable "job satisfaction" (10 items) is .963. The Crombach's Alpha for the variable of "organizational commitment" (10 items) is .956. Thus the research instrument meets the reliability requirements, because the Crombach's Alpha is > .7.

### Participants and sampling

The questionnaire was distributed to 11 employment institutions in Kosovo.

The sample used to gather data was a mixed between random and purposeful one, so in one hand everyone in the population has an equal chance of getting selected, but on the other hand a gender balanced inclusion of the sample was intended to be reached.

In a population of N = 2805 employees, with a confidence level of 95% (z score = 1.96), population portion (.5), margin of error of 5%, a sample of 338 respondents was selected.

### Procedure of data analyzing

The questionnaire was administrated through google forms during the period October-November 2021 and SPSS 23 program was used to analyze the data. A pilot phase has used to test and validate the research instrument. Descriptive statistics were used to test the hypotheses and help their verification, so to explain the relationship between job satisfaction, organizational commitment and gender.

### The study limitations

This research was exposed to some limitations:

*First*, there is a limited literature on studies linking job satisfaction with organizational commitment and gender perspective in the Kosovo context.

*Second*, the relationship between job satisfaction and organizational commitment is not exhaustive. It is necessary to explore more in depth the impact of these two variables on each other as well as the impact of other variables that may affect job satisfaction and organizational commitment in different organizations of Kosovo; such as age, education, company culture etc.

*Third*, the generalization of the present study findings is limited, because the selected sample is mainly focused on the urban area employment institutions, where the possibility of woman participation in the job market is higher than in rural areas. So the attitudes of the respondents in this study cannot represent the attitudes of the women and men in rural areas in Kosovo.

## RESULTS

### Gender respondents profile

Although the participation of women in the labor market in Kosovo is lower than that of men, in this study an attempt was made to balance the number of participants from a gender point of view. Thus, the gender profile of the respondents does not represent the ratio of employed women and men in the labor market in Kosovo. Among the 11 employment institutions, family businesses, educational institutions, textile production companies, etc. were selected, where the participation of women is considerable.

As described above, in the present study, the frequency of male and female respondents tends to be balanced. 51.8 percent of the respondents are female and 48.2 percent are male.

Table 1. The respondents' gender profile

Gender	Amount	Percentage
Male	163	48.2
Female	175	51.8
Total	338	100.0

Taking in consideration the respondents' level of education, according to the gender, it is noticed a dominance for the category of males who have finished the post-university studies (42.9% of all male respondents) and a dominance of the category

of females who have completed the university studies (53.1% of all female respondents). The biggest part of the respondents belongs to the category of university and post-university graduated employees (84% for males and 81.1% of females).

Table 2. The respondents' education profile according to gender

Gender	Education					Total
	Mandatory completed	High school completed	University studies completed	Postuniversity studies completed	Other (Specify)	
Male	.6%	10.4%	41.1%	42.9%	4.9%	100.0%
Female	.0%	14.3%	53.1%	27.4%	5.1%	100.0%
Total	.3%	12.4%	47.3%	34.9%	5.0%	100.0%

Regarding the age, it is noticed that the category of 31-40 years old dominates for males and the category of 21-30 years old dominates for females.

Table 3. The respondents' age profile according to gender

Gender	Age						Total
	Less than 20 years old	21-30 years old	31-40 years old	41-50 years old	51-60 years old	More than 60 years old	
Male	4.9%	24.5%	35.6%	18.4%	11.0%	5.5%	100.0%
Female	6.3%	42.3%	36.0%	9.7%	3.4%	2.3%	100.0%
Total	5.6%	33.7%	35.8%	13.9%	7.1%	3.8%	100.0%

**Job satisfaction and organizational commitment according to gender perspective**

Referring to the variables of the job satisfaction and organizational commitment, according to the descriptive analyze, in a scale from 1 to 5 (where 1 = totally disagree and 5 = totally agree) the total means score seem to be above 3 that can be interpreted as a good average of job satisfaction variable and the organizational commitment variable.

Table 4. Average score of JS and OC

Variable	Min	Max	Average score
Job satisfaction (JS)	1.00	5.00	3.82
Organizational commitment (OC)	1.00	5.00	3.93

In order to better explore the level of the job satisfaction and the level of organizational commitment, according to the gender perspective, a three level scale for each variable has been constructed and measured. Basing on the descriptive analysis, the variables of Job Satisfaction and Organizational Commitment have been measured using three levels: low, medium and high.

The descriptive analysis showed that more woman (61.7%) than man (53.4%) show high level of job satisfaction (N = 338, p < .05).

Table 5. The correlation between gender and job satisfaction

Gender	Job satisfaction levels			Total
	Low	Medium	High	
Male	14.1%	32.5%	53.4%	100.0%
Female	8.0%	30.3%	61.7%	100.0%
Total	10.9%	31.4%	57.7%	100.0%

The descriptive analysis showed also that females (65.1%) more than males (60.7%) showed higher level of organizational commitment (N = 338, p < .05).

Table 6. The correlation between gender and Organizational Commitment

Gender	Organizational commitment levels			Total
	Low	Medium	High	
Male	6.1%	33.1%	60.7%	100.0%
Female	5.7%	29.1%	65.1%	100.0%
Total	5.9%	31.1%	63.0%	100.0%

Started from the literature review and the confirmation of the two first hypotheses, it is expected a positive correlation between JS and OC. With the aim to explore this correlation the Gamma test has been used. According to the data, there exist a positive correlation between OC and JS (Gamma = .902, N= 338, p < .05).

Table 7. The correlation between organizational commitment and job satisfaction

Levels of Job satisfaction	Levels of Organizational Commitment			Total
	Low	Medium	High	
Low	4.4%	6.5%	0.0%	10.9%
Medium	1.5%	17.8%	12.1%	31.4%
High	.0%	6.8%	50.9%	57.7%
Total	5.9%	31.1%	63.0%	100.0%

As the Table 7 shows, when the level of job satisfaction is high, the organizational commitment is high too. 50.9 percent of the respondents (both males and females) reported high level of job satisfaction and high level of organizational commitment too.

## CONCLUSIONS AND IMPLICATIONS

As the study results show, more females than males show high level of job satisfaction in the institutions where they work. This confirm the ‘the paradox of the contented female worker’, as explained by Clark (1997).

The study also show that more females than males show high level of organizational commitment. There exists also a positive correlation between JS and OC of employees both females and males in the employment institutions involved in this study.

Taking in consideration the conclusions of this study, some recommendations can be mentioned:

- In order to improve the level of organizational commitment managers must invest on increasing the level of job satisfaction to the employees both females and males.
- Educational administrators could help individuals in organizations to improve their job satisfaction and commitment by taking into consideration the different gender expectations.
- In Kosovo context the improvement of the job satisfaction and organizational commitment, especially among women, can help the continuation of women at work and encourage many others to be included in the labor market
- Further studies should be undertaken in order to better explore the variables which influence job satisfaction and organizational commitment in Kosovo organizations, taking in consideration the cultural heritage of the Kosovo society.

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