

Factors Effecting Job Satisfaction among Female Employees: Indian Context

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Abstract

Job satisfaction is the very important area of concern in different organizations. This research paper aims at finding few important factors that affect job satisfaction of female employees. The research identifies important factors like job security, participation in decision making, leave facilities, top management attitude, salary, time availability for family, promotion opportunity, flexible working hour etc. affect job satisfaction of female employees in every organization. So, the management should concentrate on these key factors for the development as about half of the growth percentage is because of women workforce in India.

Keywords

Job Satisfaction, Job Security, Gender, Working Conditions, Compensation.

1. Introduction

Now-a-days, human resources division plays very important role in success of organization. A fundamental part of human life is to spend in the workplace of any organization. A country's overall development depends on the equal contribution of male and female. Population of India is 132 crore and ratio of male and female is 1000:940. Women are about 28% of direct or indirect labor forces. Now-a-days, women perform less traditional roles of housewives and child rearing and moved majorly towards social and business world. Job satisfaction means the positive feeling related to a particular work. According to human behavior studies, mental satisfaction is very important aspect of employees' interest in doing work. The various factors that affect job satisfaction of female employees like job security, participation in decision making, leave facilities, top management attitude, salary, time

for family, motivation to work, promotion, flexible working hour, service benefits, training facilities, compensation, creativity and innovation, reward system, working environment etc.

2. Meaning of Job Satisfaction

Job satisfaction has been extensively studied over the decades. It reveals the feeling of an individual about his job. Job satisfaction is defined as attitude of an employees in reaction to their jobs and job factors like working environment and communication with peers (**Glisson & Durick, 1988**). Job satisfaction is a positive feeling about a job, resulting from effects of its characteristics (**Robbins & Judge, 2013**). Job satisfaction depends on one's expectation and its result. An employee can be satisfied with few facilities, provided his or her expectations are less. Higher career satisfaction creates a healthy and positive work environment (**Noordin & Josuff, 2009**). Job satisfaction is effected by employee's opportunities for interaction with others on their workplace. If the relationship is better than job satisfaction is high (**Wharton & Baron, 2004**).

3. Literature Review

Job satisfaction is as positive feeling resulting from one's job appraisal, it is a reaction for one's job. Happier people are with their job, more satisfied they are. This aspect also important for women employees because it clarifies how long they are going to stay in a particular job. Job satisfaction is the result of different related factors. Job satisfaction can be defined as an attitude resulting from a balanced of particular liking and disliking experience of an employee. It is a result of different factors and effected by both personal and job factors. The equity theory states that people compare about their contribution to a work and what they are getting back.

Hoppock (1935); Found that job satisfaction is a combination of psychological, physiological and environment conditions that makes a person satisfied with their job. Job satisfaction is effected by both personal and job factors. The equity theory states that people compare between their contribution to work and what they get in result.

Herzberg, Mauser and Snyderman (1959); Stated that job satisfaction is not a one-dimensional concept, but factors that affect job satisfaction are different from factors which results towards job dissatisfaction.

Porter (1961); Clarifies that an employee himself decide about job satisfaction elements that fulfil particular needs at workplace and if not found those elements, he declares that he is satisfied or not.

Herzberg et al., (1957); Found that job attitudes of men and women is not of main importance but their societal role is more important.

Herzberg (1968); He had modified the dual factor theory, which state that not having job satisfaction does not means dissatisfaction, but it is no satisfaction, and the absence of job dissatisfaction does not means satisfaction but only no dissatisfaction. He stated that the opposite of job satisfaction is no satisfaction but not dissatisfaction and the opposite of job dissatisfaction is no job dissatisfaction but not satisfaction.

Blum (1968); He found that satisfaction is due to different attitudes of an employee.

Hackett & Guion, 1985; Hulin, Roznowski, & Hachiya, 1985; Kohler & Mathieu, (1993); Numerous studies have revealed that the attrition rate is highest in dissatisfied employees than satisfied employees.

Locke, (1976); Informed that the adjustment of female employees for job is difficult than male employees because they have to manage between their interests and attention of their work and family. The social and psychological pressures for marriage make it more complicated for unmarried female. They start working due to their livelihood, which has a condition of job satisfaction.

Schuler (1975); Identified that female employees gives more importance to working with pleasant employees and male employees gives importance to decision making.

Campbell et al., (1976); He stated that single men are less job satisfied than married men, but there is no such difference for females.

James, Jones and Locke, (1976); They informed that job satisfaction is an attitude which is due to different specific attitudes.

Freeman, R. B. (1978); Found about the use of job satisfaction in the analysis of labor market. He has done surveys on workers and described the word "satisfaction". After that identified the use of word "satisfaction" as dependent and independent variable. According to him, satisfaction is major identifier of mobility of labor.

McNeely, (1984); Identified that female employees are internally more satisfied than male employees.

Greenberg et al., (1993); On the other hand, found that female workers are less satisfied than male workers.

Kovach, (1977); Spector, (1997); Stated about job satisfaction that it is a universal feeling about job or a result of different factors that make an attitude towards the job.

Judge & Church, (2000); Jurgensen, (1978); Identified the most important factors for job satisfaction i.e. supervision, salary, promotion opportunities, peers and the nature of the work. He stated that job satisfaction emerges from different factors that are not directly related to the job like physical and social work environment, relationship with peers and supervisors, corporate culture and managerial style.

Vroom, (1996); Advised about the job satisfaction as the positive induction of an individual towards the different work conditions.

Clark (1997); Found that female employees do not consider salary as an important factor for job satisfaction and social relations are more important for them. He also identified that employees who consider salary as major part for job satisfaction are likely to be less satisfied with their job and women are more satisfied with their work in comparison to men.

Klecker and Lodman (1999); Researched on female teachers which were more satisfied with their job than male colleagues.

Ma and MacMillan (1999); Found the same about female teachers who were satisfied with their professional role in comparison to their male counterparts.

Fisher D, (2000); Identified that all types of emotions whether positive or negative are related to job satisfaction.

Wu & wu (2001); Conducted a study among 960 elementary school teachers from Taipei and found that higher levels of satisfaction are found among female teachers.

Uddin et al., (2005); Found eight important job satisfaction factors which were working environment, supervisor's view, interpersonal relationship, the work itself, peers and challenges in the work. According to him, these factors effects different people and gender difference is also an important factor for job satisfaction.

Shamima Tasnim, (2006); Identified that job satisfaction is mostly discussed topic. It has been found that a person who is satisfied with his job has positive attitude towards the job and person dissatisfied with the job has negative attitude towards it. Job satisfaction is related to the employee's feeling towards the nature of work.

Jain K.K., Fauzia Jabeen, Vinita and Naveen Gupta (2007); In their study on Organizational Climate and Occupational Stress: found that managers and engineers of high as well as low age group are equally satisfied with their jobs i.e. managers/ engineers of the same age groups have equal level of job satisfaction.

Ward and Sloane (2002); Found that in age level below 36 females are not as much satisfied with their jobs in comparison to males and its opposite after the age of 36.

Okpara et al. (2005); Concluded that female employees as teachers in college/ universities are more satisfied with their jobs than male colleagues.

Bender and Heywood (2006); Have researched that female employees in academics are less satisfied with their job in comparison to their male colleagues.

Bender et al. (2005); Found that if workplace is dominated by a women then female employees are more satisfied with their job. He also thrown light that female teachers are more satisfied with their jobs.

Gautam et al., (2006); Calculated medium job satisfaction level in faculties and according to him young faculties are more satisfied than those who have been since long time in the role.

Abdullah et al. (2009); Showed that male teachers in comparison to female teachers were more satisfied with their jobs.

Assocham (2010); Found that females in private sectors get good salaries but their job satisfaction level in comparison to females working in public sectors is very low. The report indicates that job satisfaction level among females of public sector organizations was 7 and among private sector organizations it was 4 on the scale of 10.

Sengupta (2011); In his study revealed that employees have different perception for job related variables on the basis of gender, marital status, education, age, and tenure. Correlations revealed that relationship with peers, career growth, salary, company norms, working conditions and seniors/direct supervisors have positive effect on employee's job satisfaction level and only the responsibility is the aspect having negative

effect on job satisfaction level of employees. These factors are basic and key determinants of job satisfaction among employees.

Fairygodboss Survey; Mention that they asked thousands of women to explain whether they think their employers treats men and women equally. Those who believe their employers do treat the genders equally tend to also report higher job satisfaction ratings. When there is a Women leader in an organization then the female employees are found more satisfied than women who say there are not many women in leadership. Few researchers found that young female employees need a female Role models at their workplace. Talking about work life balance, most important factors affecting it are Working hours and Flexible working time. A family-friendly work place probably also means the work place with both these factors. Long Paid Maternity leaves are the other factor effecting the job satisfaction level of female employees.

Emily Strother; Said that as women feels their basic responsibility to raise kids and take care of them, managing the house (this thinking is changing), inflexible work schedules force working mothers to deny their promotions or to just leave their job. So, flexibility in working hours is a major factor that helps women to stay in their jobs and succeed.

Lancaster University Management School; The myth of the “satisfied female employee” has vanished.

Professor Andrew Clark; Projected that female job satisfaction has been compared with males on basis of this myth. However, Professor Clark also predicted that this had resulted from women's improved position in the labor force relative to their expectations and that it would be temporary, because in his findings there was no difference between youngest and most educated employee. In their new paper, Paradox Lost: Professor Green and his co- researchers has shown him right, as there is no difference in work responsibilities, gap between male and female job satisfaction no longer exists.

Professor Colin Green, from Lancaster University Management School; As in 90s, female employees did not have much expectations from work, so, they were more satisfied with their work in comparison to male employees.

Locke; Stated job satisfaction as a pleasurable positive state resulting from one's job and job experience. Employees shows a positive attitude towards job if they are satisfied with their job.

Drever; Explained job satisfaction as an end state of feeling. According to him peers, salary, feeling while on work, supervision and career growth are few important factors that creates reaction towards the job and that is an important part of life.

Hausmann et al., (2011); Found that female employees are provided less salary in comparison to male employees for the same work.

After reviewing vast literatures, the researchers found different aspects that are responsible for job satisfaction. The aspects include salary, education, complexity of job characteristic, job pressure, prestige related to position, supervision and authority with the job.

4. Objective of the Study

To find out the significant difference among the factors considered related to job satisfaction.

5. Research Methodology

There are various research methods analyzed and it has been found that exploratory research is most suitable for study as it suits the study.

Type of study: Exploratory research.

Population and location of study: Female employees randomly selected from all over India.

Industries: As females are working in each and every field. Researcher confines the study to few industries as Banking, Education, Government departments and Private organizations.

Source of Information and Data Collection Method: Primary data is collected by interviewing individuals through structured questionnaires. The Questionnaires consists of two parts:-

Part I: It consists of general information about the respondents such as their age group, name of organization, designations, marital status and region.

Part II: It determines the factors for a female employee that effects their job satisfaction in an organization adapted from J.R. Hackman and G.R. Oldham (1974).

The Secondary data is collected from different local and international articles and journals and websites.

Dependent and Independent Variables of proposed study:

The two main variables in an experiment are independent and dependent variable. An independent variable is the variable that is changed or controlled in an experiment to the test the effects on the dependent variable. A dependent variable is the variable being tested and measured in an experiment.

Demographic Profile:	(Independent Variables)	(Dependent Variables)
	Job satisfaction related factors	Job satisfactions

Control Variables

There are many other variables which may influence job satisfaction other age and position viz. income, organization, nature of work, superiors, team members, working conditions, decision making and many other but in present study we are considering that they have no influence on the job satisfaction of a female employee. So, all these variables are control variables.

6. Hypothesis:

H₀: $\mu = 0$

i.e. There is no significant difference between all the considered job factors.

i.e. Ratings provided to different job satisfaction factors by the respondents are not significantly larger or smaller than each other and those are homogenous.

H₀₁: $\mu > 0$

i.e. There is a significant difference between all the considered job factors.

7. Analytical Tool for Study

The researcher used one sample t-test for the data of ratings been provided to different job satisfaction factors by female employees. The purpose of the one sample t-test is used is to determine whether the null hypothesis is rejected or not.

The test statistic that a t-test produces is a t-value. With a t-test, the researcher wants to show with some degree of confidence that the difference found between sample data might have occurred by chance, or it might exist.

1. Mean of sample = $(\bar{X}) = \sum X / n$
 $= 620 / 23 = 26.96$

2. Standard Deviation = $S = \sqrt{\frac{\sum(X - \bar{X})^2}{n-1}}$
 $S = \sqrt{\frac{5946.96}{22}}$
 $= 16.44$

3. Value of $t = (\bar{X} - \mu / S)\sqrt{n}$
 $= (26.96 - 0 / 16.440)\sqrt{23}$
 $= 7.86$

Calculated value of $t = 7.86$

4. Generally the hypothesis is tested at 5% level of significance. Level of significance = $\alpha = .05$

5. Critical (table) value of $t = 1.72$

8. Results and Discussion

Testing of Hypothesis.

This part of research deals with testing of hypotheses. On the basis of formulated research Null hypotheses is tested using t-test which provide whether the mean of specific classification differ significantly or they are homogenous. i.e. here the significant level variance between all the job factors of female employees.

Table Value of $t = 1.72$

Calculated Value = 7.86

Table Value of t is less than Calculated Value.

So, Difference is Significant and Null Hypotheses is rejected.

9. Result of Hypothesis / Hypothesis

As the Null Hypothesis is rejected

$H_0; \mu \neq 0$

i.e. There is a significant difference between all the considered job factors.

i.e. Ratings provided to different job satisfaction factors by the respondents are significantly larger than each other and those are heterogeneous.

H₀₁: $\mu > 0$

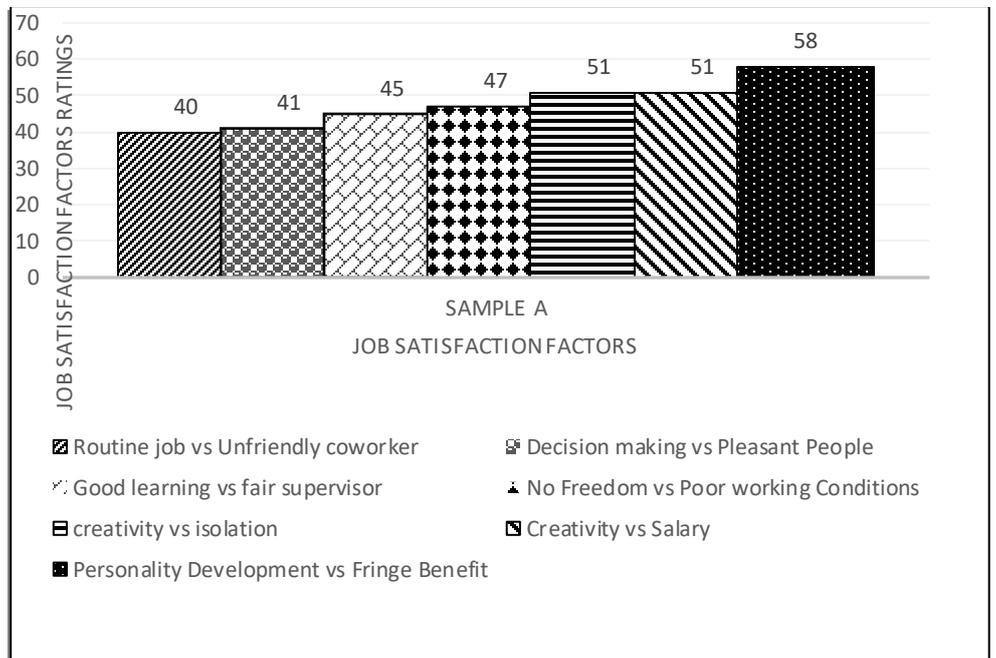
i.e. There is a significant difference between all the considered job factors.

Table 1:

Major Job Satisfaction Factors	Factor's Comparative Rating
Routine job vs Unfriendly co-worker	40
Decision making vs Pleasant people	41
Good learning vs Fair supervision	45
No freedom vs Poor working conditions	47
Creativity vs Isolation	51
Creativity vs Salary	51
Personality development vs Fringe benefit	85

Chart: 1

The above Table is explained below with help of Chart. Here the major factors effecting job are represented by a chart including their ratings given by female employees



X - Axis: It represents the major job satisfaction factors which got the higher ratings among all the factors.

Y - Axis: It represents the particular comparative rating values in numbers given to each job satisfaction factor.

It is clear from the above chart that the highest satisfying job factor is Personality development.

10. Research Gap

Several researches were conducted in the preview related to job satisfaction among the employees, few were conducted to find out job satisfaction in female employees but very few studies were conducted for job satisfaction among the female employees who were at the top level of management. This research paper give attention to job satisfaction among female leaders.

11. Conclusions

Job satisfaction is critical to attracting and retaining well qualified personnel. The equal contribution of male and female in any organization is very important for the development of overall economy of a developing country like India. So, proper guidance, policies and practices need to be developed to ensure the female employees' job satisfaction. A list of few common job related factors were used in this study. In the conclusion of this study it can be said that the female employees' overall job satisfaction in India is associated with few variables i.e. highest rating has been provided to personality development. Other factors rated higher are good learning opportunities, creativity, good working conditions, challenging situations, use of talent and friendly co-worker. Salary, Fringe benefits are the least effective factors. People working with, satisfying teamwork and seniors' behavior are rated medium. According to respondents responsibilities should be given to best employee in comparison to senior employee. Many female employees also opted for routine job. If above all factors have been considered carefully, then there will be positive overall satisfaction on female employees of India. From the study this is a message for the higher level managers that if they want to improve the level of job satisfaction level among female employees then they have to consider the above variables. This study may therefore lacks in revealing complete forces of variables in job satisfaction but it will definitely help the researchers to identify the suitable job satisfaction factors in different organizations and useful for organizations to manage human resource in more productive way.

12.Future Avenues of Research and Limitations

If we take different sample size and another organizations then the result may be different. There are some limitations to this study. The relative small sample size from female employees from limited sectors may not represent the general female population. The result offers practical implications to focus organizational efforts on opportunities for personality development, good learning, creativity and responsibility distribution, for retaining the female employees in the organization. Organizations should retain the female employees having future potential. This research was not conducted for male employees. So, its results do not apply for male employees of any organization. This research is based on the instrument for the Diagnoses of jobs and the Evaluation of Job Redesign Projects by J.R. Hackman and G.R. Oldham (1974). Other theories and instruments can also be the base for the research. The researcher used one tailed t-test for determining the variance between variables but other statistical tools and methods can also be used for the same purpose.

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