

## GENDER DIFFERENCES IN JOB SATISFACTION

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### **Abstract:**

In the current investigative study, the focus is to find out whether men and women register varying job satisfaction levels. A sample consisting of 60 men and 60 women employees from organisations based in urban localities have been used for this study. The job satisfaction levels among respondent employees were measured by applying Kanungo's job satisfaction questionnaire. Whereas the examination of the generated responses was examined using means, SDs and t-tests. Majorly, the examination of data revealed not much variation in job satisfaction levels between male and female employees. In terms of age, male and female employees, both lower age group and higher age group not showed variation in job satisfaction levels, which is also the trend among employees from lower as well as higher tenure groups .

Key words: Job satisfaction, higher and lower education, higher and lower job tenure.

### **Introduction:**

In Indian context, generally, it is said that men and women display different attitudes and behavioural phenomena. From childhood onwards, men and women rearing practices are also different. They perform various works or jobs in different ways. The sweeping observation is by far true regarding certain types of works only. When it refers to organization work to organizational work where people need not be differences between male and female. But in works, it is universally acknowledged; women turn out to be better employees than men and are satisfied with their work. According to Weaver (1977) job satisfaction was affected by variables likeremuneration, race, status, occupational esteem, supervisory role and freedom in work without gender difference. But, in Indian context, there are certain ceiling factors in organizational perspective. Even though, if women have willing to work, the social obligations might not have allowed to work in certain dimensions. However, there are various factors to influence the gender difference in the Indian society.

### **Review of Literature:**

Sangmook Kim (2005) found female employees happier about their jobs than male employees in the study conducted among 5,128 respondents working in Seoul Metropolitan Government. As far as segment factors are concerned, gender orientation ranked as the best indicator of occupation fulfilment, while females grabbed inherent prizes, while men accentuated extraneous prizes. Explaining women' high employment fulfilment, Yang Miao etal (2017) revealed prevalence of such wide spread variations in job quality and job satisfaction among physicians from the interior parts of western China with women physicians showing higher levels than their male counterparts. Aguilar and Vlosky (2010) carried out a relative investigation of job satisfaction across the gender divide among augmentation staff in the US that showed higher job satisfaction contributing to the overall

growth of employees and the work experience without much variation across genders. Be that as it may, sexual orientation contrasts are visible when job satisfaction is associated with variables like control/autonomy/influence or Challenge or Performance or feedback or Instrumentality or Stability/Security. Work Stability or Security is favoured by females as a factor impacting their job satisfaction. Be that as it may, the feedback and instrumentality had lesser role as significant indicators of employment fulfilment among women as compared to their male counterparts. Aparna (2016) examined the sex differences in impression of parameters of Job Satisfaction. It is apparent with past investigations that the components influencing job satisfaction shift sexual orientation insightful because the needs of the two male and females are unique. According to those examinations there is no huge job of gender differences in encountering the activity fulfilment in an unexpected way. This examination has been directed to understand the interplay between equity in chances, freedom given to employees and the gender inclinations in encountering diverse degree of occupation fulfilment of the representatives in the Pharmaceutical segment.

Suresh Krishna (2015) investigated how gender variations impacted job satisfaction levels across employee groups working in schools found in the private sector with a focus on identifying the levels of variation among genders. Zou (2019) inspected the gender differences in job satisfaction and contends that the watched sex contrast is a result of the heterogeneity in work directions among people. Utilizing information from the 2006 Skills Survey, the examination yields three significant discoveries. The main shows that ladies, either in full-time or low maintenance work, report fundamentally more elevated levels of job satisfaction than men. Besides, work directions are firmly connected with one's and their connectivity of job satisfaction ones shift essentially across men, ladies full-time and low maintenance workers. Samita Samaiya (2015) meant to concentrate on examination of employee satisfaction in workers of two distinct kinds of business networks called open and private part associations. For the current examination, all out example was taken as 240 employees from open and private segment sectors. Instructive degree of employees was least graduation. Centre administrative level employees were the example of the examination. Coincidental inspecting strategy was utilized to gather information through three normalized self report inventories specifically; Employee Survey Questionnaire (ESQ). The outcomes demonstrated that representatives of open and private divisions essentially not discovered vary in their employee satisfaction. Effect old enough and sex was not found on employee satisfaction in employees of open and private areas as they were not found fundamentally contrast along age gatherings and sex. The investigation of Renuka Devi and Rajasekhar (2015) is to look at the gender differences with respect to job satisfaction and life satisfaction in a significant warm force station. The example comprises of 57 both male and female workers. The scores of the methods, SDs and mean contrasts were utilized for the examination of study. The outcome show no variation in job satisfaction and life satisfaction in both men and women.

Sanjitha and Mishra (2015) concentrated to learn the degrees of job satisfaction among employees in State Bank of India. A well-defined arbitrary inspecting strategy was utilized to choose 250 employees. The example comprised of 151 officials and 99 clericals. 161 male

employees and 89 female employees were the respondents . The Job satisfaction Survey (JSS) poll were regulated to assemble the data. The JSS incorporates nine parameters like Nature of work, Supervision, Contingent prizes, Promotion, Co-specialist, Operating approaches, advantages and correspondence. The Result showed that female were increasingly fulfilled in officials gathering and men were progressively fulfilled if there should be an occurrence of administrative gathering as to various parts of job satisfaction. Marasinghe and Wijayaratne(2018) inferred that there is a critical distinction of job satisfaction among male and female college library experts just in the "oversight" parameter. The general job satisfaction of both male and female college library experts is equivalent. In any case, equivalent treatment to the two sexes will assist with accomplishing higher satisfaction levels. This cross sectional overview looks to profile the degree, spread or degree of different features of occupation Priyanka and Raychaudhuri (2016) revealed in their study that female specialists were seen as more satisfied than male specialists in their jobs and if there should be an occurrence of emotional feeling of prosperity and level of joy a similar outcome has been found. A noteworthy distinction between the gender difference has been uncovered in emotional feeling of prosperity, level of bliss and level of job satisfaction too. Besides, huge connection has been secured between job satisfaction and level of joy for the whole gathering of chosen test and a critical relationship couldn't be drawn between job satisfaction and abstract feeling of prosperity for the current example.

Based on the above mentioned views, it is planned to examine whether gender difference in their job satisfaction at all or not. Physical strength deteriorate by various reasons including age increasing. Regarding job tenure, when it is high, they can easily to perform the work. In organizational work, by and large, physical and mental work are present to minimum extent and efficiency in performing the job and job satisfaction should not, in general, decline with increasing age. But the increasing familial, social and cultural involvement of men and women would lead to less and less active participation in job related activities. This perhaps might lower the actual quantity of the work that ought to be done and this might in low job satisfaction.

The formulated hypotheses for investigationis as follows:

1. There would be significant variations between male and female employees in terms of job satisfaction.
2. There would be significant variations between male and female in job satisfaction in both age groups viz, higher and lower.
3. There would be significant variations between male and female in job satisfaction in both tenure groups viz, higher and lower.

**Method:**

Sample: A total of 60men and 60 women employees working in service organizations formed the sample. The educational qualifications of the sample ranged between employees are intermediate and bachelor’s degree in art/sciences/ commerce.

Table.1 exhibits means and SDs scores of men and women regarding age and tenure.

MEN			WOMEN	
	Mean	S.D	Mean	S.D
Age	38.73	4.32	32.14	3.19
Tenure	12.23	5.29	10.92	3.26

The mean age of the men and women are 38.73 with an SD 4.32 and 32.14 with an SD 3.19 and the mean job tenure of men and women are 12.23 with an SD 5.29 and 10.92 with an SD 3.26 respectively.

Instruments applied: The Kanungo’s Job satisfaction questionnaire measures job satisfaction among chosen subjects. Reliability (internal consistency) of the scale is 0.88 (Misra, Kanungo, Rosenstiel and Stuhler, 1983). The scale having 16 statements was fixed on a 6-point scale ( 6. Extremely satisfied to 1. Extremely dissatisfied). The maximum and minimum possible scores are 96 and 16 respectively. Higher job satisfaction was indicated through a high score and vice versa.

Procedure: Individual meetings were arranged with subjects in their workplaces with questionnaire served to them in regional language. After an hour of spare time, the filled-in questionnaire was collected. In some case, the responses were collected next day.

**Result:**

Table.2 presents scores of the means, SD, and mean difference between men and women related to job satisfaction.

MEN			WOMEN	
	Mean	S.D	Mean	S.D
Job satisfactio n	73.18	4.62	75.26	3.91
t	1.76 @			

@ = no significance

Based on the above-mentioned table, men and women exhibit variations in scores of the means, SDs and mean differences at 73.18 with an SD 4.62 and 75.26 with an SD 3.91. As per the means scores of male and female respondents, the women employees score better than male employees. The mean difference of the between the employees of men and women is 1.76 which not significant. It means that there is no significance difference in job satisfaction between men and women employees. Based on the result, the 1st hypothesis “there would be significant variations between male and female employees in terms of job satisfaction “, is not accepted.

**Discussion:**

In general, there is equality among male and female members in society except gender difference. In job space, legal principles do not discriminate between men and women, but we feel that it is not in practice. Regarding women, the social restrictions are also there. The cultural dimensions also restricted including social ceiling factors also. By the influence of education, job opportunities, and involvement in social occasions, communication system, legal measures and provisions etc, the rapid changes were taking place which significantly influence the attitudes, opinions, cultural dimensions and others. Women, by and large proven themselves and actively to involve and successfully, lead the variety of responsibilities in organizational point of view irrespective of the gender differences. Based on these influences, tremendously change the mindset of women. They can work hard and lead different kinds of work successfully. Based on the result, the 1st hypothesis “There would be significant differences between men and women in their job satisfaction “, is not accepted.

**Result:**

Table.3 presents means, SDs and mean differences with regard to job satisfaction between male and female employees in lower age group (below the age of 30 yrs) and higher age group ( above the age of 30 yrs).

MEN			WOMEN		t
Age groups	Mean	S.D	Mean	S.D	
Lower age group below 30 years	71.78	5.62	73.43	6.38	1.82 @
Higher age group above 30 years	73.51	4.64	75.72	4.02	1.69 @

@= no significance

The mean job satisfaction with lower age groups, for men is 71.78 with an SD of 5.62 where as for women they are 73.43 and SD of 6.38 respectively. Although, the women had higher

job satisfaction scores than the men. The mean variation between the male and female respondents is 1.82, thus showing less statistical significance.

The scores of means, SDs and mean difference regarding job satisfaction between male and female employees in higher age group (Higher than the 30 yrs) and higher age group (higher than the 30 yrs). The mean job satisfaction for men is 73.51 with an SD of 4.64 whereas for women, they are 75.72 and SD of 4.02 respectively. Although, the women had higher job satisfaction cores than men. There in less significant variation in mean difference between the men and women at 1.69.

It means that based on the 2<sup>nd</sup> hypothesis “there would be significant variations between male and female in job satisfaction in both age groups viz, higher and lower”, is not accepted.

**Discussion:** At an younger age and a an older age men are relatively more free form the familial and social obligations. At an younger age they are not quite mature enough to participate and represent the family in the social gatherings. At an older age , they would to train the young to step into their shoes and take the initiative role. As a result of the older people , who are free from the social obligations would bestow more attention to their jobs. This would lead more job satisfaction among the older age people than among younger group. Whether it is office work or any in the office, the women are looked upon leniently with regard to quantum of work. In the organizations, they are paid somewhat less than the men. In Indian context, there are some ceiling factors to object women in participating the job related activities etc.,

On account of demanding nature of jobs- physical, social and cultural- female employees can not involve more fully and cannot perform their jobs as well as age advances. This would be lead to less involvement in job and consequently lower job satisfaction. In order to verify these men and women divided into higher ( Above 30yrs age) and lower (below 30 yrs age) age groups separately.

Table.3 presents the means, SDs and mean difference for the two groups. A significant observation is that both male and female respondents in higher age groups display better job satisfaction as compared to those in lower age group.The results show respondents, both male and female in higher age group exhibit better job satisfaction as compared to lower age groups.So there is no discrimination between male and female respondents with regard to age in both groups.

**Result:**

Table.4 shows variations in mean, SD scores between male and female respondents in the lower job tenure (below 15 yrs) and lower job tenure ( above 15yrs).

MEN			WOMEN		t
Job tenure	Mean	S.D	Mean	S.D	
Lower than 15 years job tenure	69.42	3.57	71.19	3.72	1.23 @
Higher than 15 years job tenure	72.31	5.26	74.30	4.12	1.74 @

@= no significance

In this regard, the mean job satisfaction for men 69.42 with an SD of 3.57 whereas for women, they are 71.19 with an SD of 3.72 respectively. Although the women had higher job satisfaction scores than men, the difference between men and women is 1.23 that has less statistical significance.

In higher job tenures, the scores of mean, SD and mean show variations among male and female higher 15 yrs). In this perspective, the mean job satisfaction for men 72.31 with an SD of 5.26 whereas for women, they are 74.30 with an SD of 4.12 respectively. Although the female respondents scored better in job satisfaction, male and female employees had difference of 1.74 having less statistical significance.

It means that at lower and higher job tenure levels, there is less variation in job satisfaction. Hence, the 3<sup>rd</sup> hypothesis “There would be significant variations between male and female in job satisfaction in both tenure groups viz, higher and lower”, is not accepted.

**Discussion:** Among male and female employees belonging to higher job tenure, job satisfaction is considerably high, though it is higher among female than their male counterparts, even though statistically not significant with higher job tenure men. The same or similar view is observed between male and female who are having lower job tenure. One plausible reason that can explain the high job satisfaction of male and female employees in higher job tenure group could be that they might have passed the mantle of leadership in managing familial and social obligations. This would have freed them from the commitments and they have more time and also leisure and hence they involve themselves more fully in job related activities. Hence the 3<sup>rd</sup> hypothesis “The differences between higher and lower job tenure groups would significant for both men and women in their job satisfaction”, is not accepted.

**Conclusions:**

1. The job satisfaction levels do not differ among male and female workers.
2. Male and female workers from lower as well as higher age groups do not exhibit any variation in job satisfaction.
3. Male and female workers from lower as well as higher tenure groups do not exhibit any variation in job satisfaction.

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