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EFFECTS OF GENDER AND MARITAL STATUS DIFFERENCES ON JOB SATISFACTION OF THE EMPLOYEES: AN EMPIRICAL STUDY

Dr. SURESH KUMAR
ASST. PROFESSOR
GOVERNMENT BILASA GIRLS P.G. COLLEGE
BILASPUR

ABSTRACT

This study attempts to identify the level of job satisfaction of employees in Bhakra Beas Management Board (BBMB) and to test whether job satisfaction level differs among employees in terms of their gender and marital status means. Data are collected from 360 respondents. Data for this study was collected through structured questionnaire and applied after checking its reliability. Descriptive statistics analysis performed to test the proposed hypothesis. In addition, "t" and ANOVA were utilized to empirically test the relation between job satisfaction levels, gender and marital status. It is found that BBMB employees, irrespective of gender and marital status, are 'moderately satisfied'. The result shows that there is no significant difference between the scores of both married and unmarried groups towards Job Satisfaction levels. It is also concluded from the analysis that gender status means have found significantly differed towards the job satisfaction levels. But, irrespective of this marital status means did not differed according to Job Satisfaction scores.

KEYWORDS

HRM, job satisfaction.

JEL CODES

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INTRODUCTION

Specific employee attitude related to job satisfaction is of major interest in the field of organizational behavior and the practice of modern human resources management (Tett and Meyer 1993). The interest stemmed from the commonsense belief that the satisfied employees are more productive than those who are dissatisfied. It is also believed that satisfied employees are more committed to their job than their dissatisfied counterparts are (Robbins & Judge, 2011). Considering the gravity of the issue, a large number of studies have investigated the relationship between job satisfaction and various organizational variables. For example, several researchers have examined the relationship between job satisfaction and organizational commitment (Agho et al., 1993). Other researchers have examined the link between satisfaction and performance (Lawler and Porter, 1969, Locke 1976), cohesion (Odom et. al. 1990), age and gender (Hulin and Smith 1964; Weaver 1974; Forgyionne and Peeters 1982) gender, organizational level, and management practices (Bruke, 1995) and organizational climate (Argyris, 1973). However, most of these researches are based on the organizations and employees in developed countries. Negligible amount of studies was carried out in developing country context. But it is undeniable that the characteristics of individual employees and organizations in developed countries vary significantly from those of developing countries due to differences in economic realities, culture, norms, values and other concerns. Keeping this vacuum of study in mind, the present study is framed to investigate into the aspects of job satisfaction of employees in Bangladesh. The study is aimed to know (1) what is the mean level of job satisfaction in Bangladesh, and (2) whether, in Bangladesh, level of job satisfaction differs on the basis of difference in gender and marital status of the employees.

JOB SATISFACTION DEFINED

Job satisfaction has been widely studied over the last four decades of organizational research (Currivan, 1999; Lund 2003). It has been defined and measured both as a global construct and as a concept with multiple dimensions (Locke, 1969, 1976; Price 1997). Bullock (1952) defined job satisfaction as an attitude which results from a balancing and summation of many specific likes and dislikes experienced in connection with the job. According to Smith (1955) it is an employee's judgment of how well his or her job has satisfied his various needs. Blum and Naylor (1968) defined it as a general attitude formed as a result of specific job factors, individual characteristics, and relationships outside the job. The most referred definition was given by Locke (1976) who viewed it as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Similar forms of definitions were given by Lofquist and Dewis (1969, p.53), Porter et al. (1975, p.53-54), Locke and Henne (1986, p.21). Robbins & Judge (2011) expressed it as an individual's general attitude towards his/her job. The overall job satisfaction depends on what one expects and what he or she receives. An employee will remain satisfied with fewer amenities, provided he or she expects less. However, dissatisfaction occurs when one gets less than what he/she expects. Overall or general job satisfaction describes a person's overall affective reaction to the set of work and work-related factors (Cranny et al., 1992). It involves workers' feelings toward different dimensions of the work and work environment (Cranny et al., 1992).

MEASURES OF JOB SATISFACTION

Job satisfaction is rather a complex phenomenon. A person may be relatively satisfied with one aspect of his or her job while he/she may be dissatisfied with other aspect(s). Therefore, many researchers do not view it as a unitary concept, rather they consider it as a construct with multiple facets (Cranny et al., 1992). Satisfaction with pay, promotion, supervisor, and co-workers are some key examples of such facets found in the literature (Cranny et al., 1992). Some of the most common and most important facets of job satisfaction are those measured by the Job Descriptive Index (JDI), such as, satisfaction with the work itself (various attributes of work such as opportunities for showing creativity, autonomy, task identity, etc.); satisfaction with pay (one's perceived difference between actual and expected pay); satisfaction with promotions (assesses attitudes towards the organization's promotion policy); satisfaction with supervision (assesses attitudes towards one's supervisor); satisfaction with co-workers (reflects one's attitudes about fellow employees); and one's overall feelings about the job (Balzer et al., 1990). Earlier research by Roedel and Nystrom (1988) also showed statistically significant relationships between the different facets of job satisfaction as measured by the Job Descriptive Index and the „job characteristics“ as measured by the Job Diagnostic Survey. In order to provide a better picture of the measures of job satisfaction we elaborate on its various facets in the following section.

WORK ITSELF

Work itself may be a source of job satisfaction. According to Locke (1976), Job satisfaction is enhanced by the task that is mentally challenging but allows individual to experience success, and is personally interesting. Similarly, Ciabattari (1986) argues that the task that is interesting and challenging can be a source of satisfaction. Challenging job along with performance feedback is identified as variable which makes employees intrinsically motivated. (Csikszentmihalyi 1990, Mainemelis 2001) Katzell et al (1992) also maintains the same view demonstrating that under the condition of moderate challenge, most employees experience pleasure and satisfaction. People with high esteem need look for job that is meaningful and they are satisfied when they get it (Hackman and Oldham, 1976). Thomas (2000) argues that job that is meaningful provides intrinsic stimulus for job satisfaction. Hackman and Oldham (1976) also postulate that „autonomy over the job“ and „performance feedback“ are another two major sources of job satisfaction. However, Kanungo (1979) denied the significance of job characteristics like „autonomy

over the job" as the determinants of job satisfaction. Nevertheless, when employees are able to accomplish their task activities skillfully, they are internally motivated (Thomas, 2000).

For performing task successfully employees need to develop competence. Thus, opportunity for competence development has become instrumental for job satisfaction. Competence development reduces feeling of insecurity and increase possibility to grab better opportunity.

PAY AND PROMOTION

Wages and salaries are recognized to be significant but cognitively complex (Carragher and Buckley, 1996) and also multidimensional factor in job satisfaction (Judge, 1993). Money not only helps people fulfill their basic needs but also is instrumental in providing upper-level needs satisfaction. Employees often see pay as a reflection of how management views their contribution to the organization (Luthans, 1998).

Job satisfaction is a function of how fairly an individual is treated at work. Employees want pay system and promotion policies to be just, fair, unambiguous, and in line with their expectations. Their perceived fairness of pay and promotion were found significantly correlated with job satisfaction (Witt and Nye, 1992). When pay is seen as fair based on job demands, individual skill level, community pay standards, satisfaction is likely to result (Locke, 1976). About fringe benefits, Luthans (1998) argues that they are important but not very influential.

Promotional opportunities seem to have a varying effect on job satisfaction. This is because promotions take a number of different forms and have a variety of accompanying rewards (Luthans, 1998). Promotions provide opportunities for personal growth, more responsibilities and increased social status. Individual who perceives that promotion decisions are made in a fair and just manner, are likely to experience satisfaction (Witt and Nye, 1992).

SUPERVISION

Studies generally found that employee satisfaction is increased when the immediate supervisor is understanding and friendly, listen to employees' opinions and shows personal interest in them, and offers praise and recognition for good performance (Locke, 1976). Employee centeredness is seen as a sign of good supervision. It is commonly manifested in ways, such as checking to see how well the subordinate is doing, providing advice and assistance to the individual, and communicating with the employees at personal as well as official level (Luthans, 1998). Besides, a participative climate created by the supervisor has a more substantial effect on workers' satisfaction than does participation in a specific decision (Miller and Monge, 1986).

COLLEAGUES

People get more out of work than merely money or tangible achievements. For most employees, work also fills the need for social interaction. Not surprisingly, therefore, having friendly and supportive co-workers leads to increased job satisfaction (Locke, 1976). A „good work group" serves as a source of support, comfort, advice, and assistance to the individual work and of course, makes the job more enjoyable. The absence of this in the workplace has negative effect on job satisfaction (Luthans, 1998).

WORKING ENVIRONMENT

McGregor (1960) and Bass (1965) argue that job satisfaction lies in the need-satisfying potential of the job environment. Employees are concerned with their work environment for both personal comfort and better performance. If the working condition is good, the personnel will find it easier to carry out their job. In other words, if things are good, there may not be any job satisfaction problem. Otherwise, the likeliness of job dissatisfaction increases (Luthans, 1998). Studies demonstrate that employees prefer physical surroundings that are not dangerous or uncomfortable. In addition, most employees prefer working relatively close to home, in clean and relatively modern facilities, and with adequate tools and equipment (Locke 1976). *ISSN: 2306-9007 Azim, Haque & Chowdhury (2013) 491*

JOB SATISFACTION AND GENDER

Whether gender affects job satisfaction or not, is one of the talked about issues in recent organizational behavior literature (Goh *et al.* 1991; Mason 1995;). However, the results of many studies concerning the relationship between job satisfaction and gender are incoherent. Some studies have found women to be more satisfied than men (Bartol and Worman 1975; Clark 1996).

On the other hand, some studies found men are more satisfied than their female counterparts (Hulin and Smith 1964; Weaver 1974; Forgiogne and Peeters 1982). The reason behind different level of job satisfaction reported for male and female employees may be their different types of expectations from the job (Campbell *et al.* 1976). For example, to male employees, career is of central importance, which is not for their female counterparts (Kuhlen 1963).

Research suggests that men and women use qualitatively different criteria in their assessment of work (Oshagbemi 2000). Female employees place more value on the social factors of a job than do males and male employees place more value on the opportunity for self-expression in their jobs than do females (Centres and Bugental 1966). Schuler (1975) finds that the females value the opportunities to work with pleasant employees more than males, whereas males consider the opportunity to influence important decisions and direct the work of others as more important. There are many evidences to support the hypothesis that men and women differ in terms of work related values (Keith and Glass, 1977; Jurgensen, 1978).

On the other hand, it is also worthy to note that most of the studies have found no significant difference in the level of job satisfaction between male and female employees, particularly when a number of other variables were statistically controlled (Hunt and Saul 1975; Lorence and Mortimer 1985; Verca *et al.* 1983).

JOB SATISFACTION AND MARITAL STATUS

Another influential biographic variable that might have bearing on job satisfaction is marital status of the employees. However, there are not enough studies to draw any conclusion about the effect of marital status on job satisfaction but the limited research conducted on this area consistently indicates that married employees are more satisfied with their jobs than are their unmarried coworkers (Austrom *et al.* 1988; Federico *et al.* 1976; Garrison and Muchinsky 1977; Watson 1981). The reason may be marriage imposes increased responsibilities that may make a steady job more valuable and important. And job satisfaction is required to have a steady job. Many, in such cases, strive to coup up or adjust them with the facets they are dissatisfied with.

RESEARCH HYPOTHESES

In line with the enquiry into the relationship between job satisfaction and gender as well as marital status in the context of *Bhakra Beas Management Board (BBMB)*. we have developed the following five hypotheses.

Ho1: There is insignificant mean difference among Job Satisfaction levels.

Ho2: There is no association between Gender and Job Satisfaction levels.

Ho3: There is no association between Marital status and Job Satisfaction levels.

Ho4: The Gender variables will not have any means difference towards Job Satisfaction score.

Ho5: The Marital status variables will not have any means difference towards Job Satisfaction score.

METHODOLOGY

DATA USED

For accomplishing the objectives of the present study both primary and secondary data of BBMB was utilized. Primary data has been collected by administrating the questionnaire.

QUESTIONNAIRE AND IT'S CONSTRUCT VALIDITY

The questionnaire was divided into two sections; Section-1 was of personal data sheet comprising 16 socio-economic variables and section-2 of job satisfaction inventory (JSI). After the pilot survey a 21 facet job satisfaction inventory was employed with grouping of four job satisfaction dimensions as organizational factor dimension (6 facet), work-environment factor dimensions (6 factor) work itself factor dimension (4) and personal factor dimensions (5 factor) for items see appendices.

On the basis of the literature review on job satisfaction, the 21 item questionnaire is developed to measure the level of job satisfaction The questionnaire is prepared following 5-point Likart scale. (1 = Strongly Disagree, 5 = Strongly Agree and 3 = Neutral). Conceptually '3' represents neither satisfied nor dissatisfied with the item. Thus, recording '4' and '5' represent satisfaction, the higher the score, the greater the satisfaction level. Similarly, recording '1' and '2' represent dissatisfaction, the lower the score, the greater the level of dissatisfaction.

The analysis begins with an examination of the measurement of the questionnaire in terms of its reliability and construct validity. The composite reliability coefficients of the measurements scale satisfied Nunally's (1978) guidelines (Cornbatch alpha = 0.911). The responses for 21 questions given by each interviewee are then added together and the sum found is then divided by 21 (as there were 21 questions). The resultant numerical value was taken as the indicator for the respective interviewee's overall level of job satisfaction in a 5-point scale. The mean response of more than '63' is construed that generally as a whole the employees are satisfied with their jobs.

DATA ANALYSIS TECHNIQUES

After collection of responses all numerical values of different respondents are entered in SPSS 16 version. Then they are divided into four major groups: 'Male', 'Female', 'Married', and 'Unmarried'. Using the data entered into these groups is then used to calculate Means and Standard Deviations. Presence of multicollinearity and the reliability of the measurement are checked with appropriate statistical tools. To verify whether the differences among different groups are statistically significant or not, calculations of t-ratio and anova are performed.

SAMPLE DESIGN AND SAMPLE SIZE

For the present research work qualitative approach is undertaken by the researcher. The sampling gives liberty to the researcher to minimize the population and by the sincere effort of researcher can make the sample size real representative of the total population. The entire manpower of BBMB is the population under study. The selection of respondents was ultimately made on convenient cum judgment method of non-probability sampling and the sample selection is shown in Table No. 1.

TABLE 1: SAMPLE SELECTION FROM EXISTING POPULATION OF BHAKRA BEAS MANAGEMENT BOARD

Employees Categories	Sanctioned Strength	Existing Strength	Sample (5%)
A (officers)	269	219	30*
B (officers)	409	290	30*
C (Non-officers)	8183	6127	300
D (Non-Officers)	6175	4910	Nil**
Grand Total	15036	11546	360

* Sample Selection based on 5% from each category (subject to a minimum of 30 employees of each category).

** 'D' category employees were excluded from population on the basis of pilot survey and non response behavior of this category

RESULTS AND DISCUSSION

ASSESSMENT AND ANALYSIS OF JOB SATISFACTION LEVELS

The employees of an organization were divided into three groups: low, medium and high level on the basis of methodology. Those who scored less than 63 (mean score) were classified into low level Job Satisfaction group. The respondents who scored equal to 63 or more than 63 but below 84 have been kept into medium level Job Satisfaction group. Further, the respondents who scored equal to 84 or more than 84 have been kept into a higher level Job Satisfaction group.

TABLE 2: AN ANALYSIS OF JOB SATISFACTION LEVELS

Job Satisfaction Levels	N	Mean (\bar{X})	Std. Deviation (σ)
Low	21	58.05	3.75
Medium	185	76.32	4.99
High	154	91.98	6.31
Overall	360	81.96	11.11

Source: Data collected through questionnaire.

TABLE 3: VARIANCE ANALYSIS OF JOB SATISFACTION LEVELS

Groups	Sum of Squares	d.f.	Mean Square	F. Value
Between Groups	33346.85	2	16673.43	542.48*
Within Groups	10972.43	357	30.74	
Total	44319.28	359		

** Significant at 0.01 level of significance.

The mean Job Satisfaction score and SD's of the three subject groups have been presented in the table- 2. The mean score of the three groups (Low, Medium or High) is 58.05, 76.32 and 91.98 respectively. The low level satisfaction score is the only group who obtained less than the neutral point (63). But, the medium and high Job Satisfaction level groups obtained more than neutral point. It indicates that the two employee groups are satisfied with their Job. One way ANOVA test has been applied to find out, the significant difference between the three levels of Job Satisfaction. The result of analysis presented in the table shows that the 'F' ratio was significant at 0.01 levels, indicating that there is significant mean difference of high level Job Satisfaction within the employee groups. Thus, the null hypotheses (Ho1) have not been confirmed in this regard that different Job Satisfaction levels have no significant difference towards means on Job Satisfaction. The present study in the line by Fisher and Hanna (1931), Mehdi and Sinha (1971) and Anand (1977) reported that the Job Satisfaction and different scores obtained by the respondents had significant difference.

GENDER AND MARITAL STATUS WISE JOB SATISFACTION ANALYSIS

TABLE 4: GENDER-WISE CLASSIFICATION AND LEVEL OF JOB SATISFACTION

Gender Groups	Job Satisfaction Levels			Total
	Low	Medium	High	
Male	12 (4.7)	119 (46.7)	124 (48.6)	255 (100)
Female	9 (8.6)	66 (62.9)	30 (28.6)	105 (100)
Total	21 (5.8)	185 (51.4)	154 (42.8)	360 (100)

$\chi^2 = 12.693, df = 2, P < .05, C = .185.$

Note: Figures in parenthesis shows percentages., **Source:** Data collected through questionnaire.

It is evident that the 51.4 percent of the respondents were expressing medium level of job satisfaction. The gender-wise comparison further depicts that the male majority has (48.6) expressed high level job satisfaction in comparison to the females who expressed in the majority (62.9) under medium level of Job Satisfaction.

While applying the χ^2 test of Independence, the relationship found was significantly associated. It seems that the gender wise job satisfaction classification makes significant association with Job Satisfaction levels. The null hypothesis(H02) may be rejected that there is no association between Job Satisfaction levels and gender groups. Some studies conducted in the various parts of the world by Bange (1944), Lewis (1982), Biomingham (1985), Reddy and Reddy (1978) also provide supports to such a relationship. But the observation of Smith, Plant (1982) and Subila (1984) do not support this viewpoint.

TABLE 5: MARITAL STATUS – WISE CLASSIFICATION AND LEVEL OF JOB SATISFACTION

Marital Status	Job Satisfaction Levels			Total
	Low	Medium	High	
Married	17 (5.6)	146 (48.0)	141 (46.04)	304 (100)
Unmarried	4 (.07)	39 (69.64)	13 (23.21)	56 (100)
Total	21 (5.8)	185 (51.4)	154 (42.8)	360 (100)

$\chi^2 = 10.42, df = 2, P < 0.05$

Note: Figures in parenthesis shows percentages.

Source: Data collected through questionnaire.

The majority of the BBMB employees under study were found married and had been bearing upon various responsibilities towards their families. Table 5 reveals that the majority (48 percent) of the married respondents were moderately satisfied with job satisfaction whereas, 46.04 percent were found highly satisfied among married employees. Interestingly, 69.64 percent unmarried respondents expressed to moderate level of satisfaction-and 23.21 percent of employees showed higher degree of Job Satisfaction among the unmarried respondents. The χ^2 test suggests that the marital status do influence the level of Job Satisfaction of employees. Statistically, the null hypothesis is rejected(H03). Marital-status does bear significant relationship with the level of Job Satisfaction. The observation in this study is in agreement with Singh and Singh (1980), Sinha and Sinha (1962). But the present study findings are contrary to the Sinha and Aggrawal (1971), Sinha and Nair (1985) and Guha (1978). The finding of the present study supports the fact that married respondents generally consider satisfied at Job and life in comparison to the unmarried respondents.

TABLE 6: GENDER AND MARITAL - STATUS WISE AND OVERALL JOB SATISFACTION DESCRIPTIVE STATISTICS

S.N	Variable	Classification	N	Mean (\bar{X})	S.D (σ)	't' Value	P Value (Sig)
1.	Gender	Male	255	82.08	11.39	3.02	<0.01
		Female	105	79.23	9.93		
2.	Marital Status	Married	304	82.44	11.34	1.93	N.S
		Unmarried	56	79.34	9.41		

NS = Not Significant

Source: Data collected through questionnaire.

The Gender and Marital - Status wise factors were assumed as independent factors in the study and the job satisfaction scores of the respondents were dependent variable. In this regard, the statistical tests like 't' test is used to test the significance differences between means according to Gender and Marital Status variables. As far as the gender is concerned, the male respondents showed higher mean score (82.08) on job satisfaction as compared to female (79.23). The analysis was carried out to test the significance of the difference among mean scores of the male and female. The result of 't' test showed that, there was a significant difference between Gender- status and of Job Satisfaction. Thus, it can be concluded that the male means on job satisfaction has significant difference in scores. After the above analysis the null hypothesis (H04) is rejected.

It is generally hypothesized that the married respondents were more satisfied in comparison to unmarried employees. The study analysis do confirm the fact that the higher mean scores of the married employees (82.44). The unmarried respondents showed a slightly low mean score of 79.34. Statistically, while applying 't' test to know the significance of mean difference of the sub-groups. The result shows that there is no significant difference between the scores of both married and unmarried groups towards Job Satisfaction. Thus, it can be concluded that marital status did not have any influence on the level of Job Satisfaction scores. After the above analysis the null hypothesis(H05) is accepted.

CONCLUSION

Job satisfaction is a complex concept determined by a wide range of variables. It is rather a perception about one's own job and hence difficult to measure accurately. So it is very sensitive to make any definite conclusion about the level of job satisfaction or its determinants. In this study it is found that overall job satisfaction in BBMB is moderate. An important finding is that job satisfaction levels differ significantly from one another in their source of satisfaction at work. The other objective of the research was to investigate effect of gender on employee's job satisfaction. The result shows that, there was significant difference between males and female employees. But the marital status found insignificant means difference towards job satisfaction. Like any study design of correct study is subject to limitations. This study exclusively used questionnaire to assess the level of job satisfaction of BBMB a public sector undertaking. First of all it is suggested to use qualitative method besides quantitative method. In future researches, it is also suggested to include both private and public sector companies. Further there are many other factors that can be added to expand the study in future.

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