

Gender Differences in Job Satisfaction - A Study of Pharmaceutical Employees in Jaipur (India)

–Aparna Mendiratta*

ABSTRACT

The present study focuses on studying the gender differences in perception of parameters of Job Satisfaction. It is evident with previous studies that the factors affecting job satisfaction vary gender wise because the priorities of both males and females are different. Though some studies contradict and say this phenomenon can't be generalized. As per those studies there is no significant role of gender in experiencing the job satisfaction differently. This study has been conducted to study the gender preferences in experiencing different level of job satisfaction of the employees in the Pharmaceutical sector. The study is based on primary data, collected from Pharmaceutical employees of Jaipur city. The investigation was done by studying four basic dimensions of employee satisfaction i.e. HR policies, compensation benefits, work environment and relationship with superiors. The study has helped in understanding the differences in job satisfaction parameters amongst males and females. The study implies that males are more satisfied with monetary factors or compensation benefits such as adequate perks, fairness in salaries. On the other hand females are more contended with non monetary factors such as equal opportunities at workplace, degree of freedom given in doing jobs.

Keywords: *Compensation Benefits, Gender Perceptions, Work Environment*

INTRODUCTION

Job Satisfaction

Job satisfaction plays a significant role in an organization's prosperity and goal attainment. The success of organization heavily depends upon the

* Senior Assistant Professor, International School of Informatics and Management (Formerly IIIM), Jaipur, Rajasthan, India. Email: aparnakalla87@gmail.com

satisfaction of the people employed in it. It would be not wrong to say that satisfied employees give better results as compared other employees. Job satisfaction has been always a vital concept for the researchers and the variables responsible for satisfaction varies widely. An employee can be termed as satisfied in his / her job “when he / she is contended with the intrinsic and extrinsic rewards given by the organization”.

It might sound utopian but the reality is that satisfied employees deliver better results and enjoy the work. Satisfied employees have high rate of belongingness for the organization.

Many parameters or criterion have been identified, being responsible for job satisfaction such as, compensation, work environment, relation with superiors, communication, safety, work itself, equal opportunities , gender etc. Gender also is a very important parameter for job satisfaction and since years have attracted researchers to unfold the relation between gender and job satisfaction, though the results have been very contradictory and has left few questions unanswered in this area.

This paper attempts to analyze the gender preferences for job satisfaction level of employees in different pharmaceutical companies in Jaipur. It focuses on the relative importance of job satisfaction factors and their impacts on the overall job satisfaction of employees. The impact of HR policies, work environment, relation with superiors and compensation benefits have been studied for understanding whether gender plays a significant role towards the satisfaction parameters or both males and females have same perceptions regarding job satisfaction. Elton Mayo's Hawthorne studies (Chicago) gave the concept of Job Satisfaction of the late 1920s and early 1930s. The study highlighted that the emotions of employees are instrumental in working behaviors.

Locke (1968) describes job satisfaction as “being an emotional response that results from the employees perceived fulfillment of their needs and what they believes the company to have offered”. Job satisfaction has been defined as a “pleasurable or positive emotional state, resulting from the appraisal of one's job experiences” (Locke, 1976, p. 1300). Gruneberg (1979), Job satisfaction is explained by the extent to which an individual's expectations and values are met in a job.

Smith and Hulin (1989) suggested five facets of job satisfaction: pay, promotions, co-workers, supervision, and the work itself. Spector (1997) suggested nine facets such as: pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of work, and communication. There are few studies which focused that social

relationships and emotional factors are the main causes of job satisfaction amongst employees (Robbins, 2002). Organizations strongly desire job satisfaction from their employees (Oshagbemi, 2003).

Gender Perceptions towards Job Satisfaction:

Ironically the previous studies didn't offer much thought upon the gender considerations in relation to job satisfaction and differences (if any) possibly indicated that these different levels of reported perceptions were sample-specific. There are many studies undertaken by researchers showing no significant relationship between employees gender and job satisfaction (Murray and Atkinson, 1981; Oshagbemi, 2000). According to a study conducted in Britain and America no relation was found between gender and job satisfying parameters.

But, the 20th century witnessed many studies showing differential relationships between male and female with their respective jobs because more and more females started reaching at good positions in jobs. The sales related jobs have also increased in case of females. There are few studies which finds that gender differences are relevant in analyzing job satisfaction preferences (e.g. Mason 1995; Wiersma 1990). There can be possibly two reasons for this conclusion the first is biological differences which leads to different desired attributes in the work environment (Brown 1970; Mackey and Coney 2000). The second reason suggests that women are socialized into communal behaviors and men into more genetic or instrumental values (Eagly 1987). These two factors may be conducive in reaching to a conclusion that men and women have different expectations from job and also will have different views in perceiving factors responsible for job satisfaction. Mason propounded that "women are satisfied with jobs in which they can interact with others in a supportive and cooperative way, whereas men's agentic orientation is manifested in self-assertion, self-expansion, and the urge to master" (1995).

Like Elton Mayo many researchers conducted studies to analyze the gender impact on job satisfaction for instance, Clark, (1997) wanted to test men and female in identical situations should be equally satisfied but the results were very different proving that though females have low stature but have higher levels of satisfaction.

In a study conducted by Oloko, (2002) it was found that, as compared to males, females are more satisfied in a workplace dominated by females. He further extends that it is not necessary that male and female job satisfaction parameters will always be different in all the cases.

Job satisfaction and gender has always been an important issue for the researchers however the results have been contradictory.

Gender Paradox

Major studies have found that in spite of inferior working conditions (e.g. poor wages, unhealthy working environments or fewer opportunities) at workplace the females are more satisfied in their jobs and as compare to their male counterparts.

Theoretically this is known as ‘gender paradox’. The reason for such paradox are though not clearly identified but Phelan and Muller (1984) suggested five main reasons such as differential job inputs, own gender referents, differential entitlements, differential job values and subjective rewards. Phelan (1994) in one of his study explained that women have less input (such as less education, less efforts and training etc.) Thus even the lower rewards satisfy women. Another argument given by Phelan is that, “a woman compares themselves to other women instead of comparing themselves with other men at workplace”.

The earlier studies indicated female employees were more satisfied in their job as compared to male employees. One important conclusion which the studies emphasized was, that females gave more importance to intrinsic factors of job such as security, work environment, on the other hand males emphasized more on extrinsic factors -primarily financial factors (Bonke et al., 2009).

LITERATURE REVIEW

A study conducted in the automotive industries in the year 2012, related to job satisfaction in India concluded, that the level of job satisfaction is at an average level and the dimensions studied were - employee empowerment, employee compensation, teamwork and management leadership. The study summarized that all these dimensions “are positive influencers of employee job satisfaction” (Swarnaltha and Sureshkrishna, 2012).

Another important research in this field was conducted jointly by IIM, Ahemdabad and Pay check India Survey (2013). In this study feedback was collected online by 13,205 people (10,996 males and 2,209 females on parameters such as employee salaries, welfare schemes etc. The major highlights of the study were that job security plays the most instrumental role in job satisfaction, next comes the contract terms and welfare schemes.

One more relevant conclusion was that job satisfaction increases with age, the employees in the age frame of 30 were more dissatisfied and frustrated with their jobs as compared to the employees in the age frame of 50.

The result of the study can be better understood with the help of the figures mentioned below:

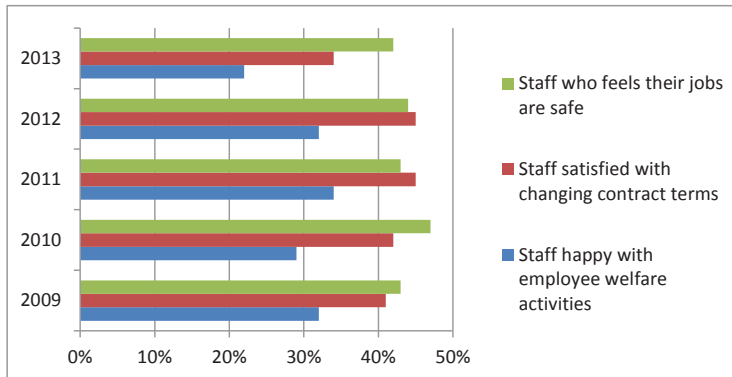


Figure 1: Salary Index

(Source: Monster Salary Index Report, 2013)

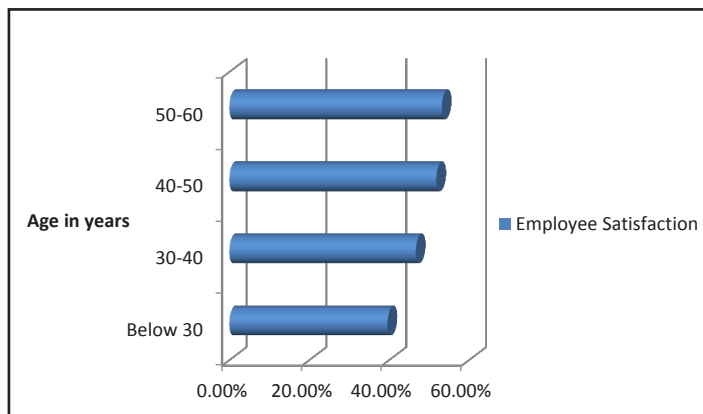


Figure 2: Employee Satisfaction

(Source: Monster Salary Index Report, 2013)

One more study made by Lopez et al. (2010), explored ‘part time work, gender and job satisfaction: Evidence from a developing country’ suggest that both in men and women employees working full time have a higher

Job satisfaction when compared to those who work half time. However the findings through the overall level of job satisfaction reported the employees, men have higher job satisfaction when compared to women.

METHOD

The study offers implications from an empirical research targeted to analyze the predominant factors leading to gender differences in job satisfaction among the employees of pharmaceutical industry in India.

Tool

The gender perception towards job satisfaction has been studied through dichotomous questions stated in twenty statements. The qualitative aspect has been transformed into quantitative form using nominal scale.

Job satisfaction determinants i.e. HR Policies, compensation benefits, relation with superiors, work environment. The present study is based on exploratory investigation where review of literature and structured questionnaire has been explored out to give the current study a representative format.

The questionnaire used for the study focuses on four basic constructs of job satisfaction which is further divided into 20 variables. The four basic constructs responsible for satisfaction in job being discussed in the present study are:

- 1. HR Policies:** It includes employee centric policies, leaves and holidays, communication and information, opportunities, open door policy.
- 2. Compensation Policies:** It includes fairness in salaries, adequate perks, fair bonuses, post-retirement benefits, linking of performance with adequate rewards.
- 3. Work Environment:** The variables taken for studying this construct are degree of freedom in decision making, recognition of efforts, bullying / harassment (if any), targets, delegation of work, paperwork, and resolution of grievances.
- 4. Relation with superiors:** This construct includes accessibility of superiors, meeting the superior's expectations, compatibility with immediate superior.

Sample

The study involves data collection from primary sources i.e. questionnaire which is administered to the respondents selected, using convenience sampling. Fifty respondents including males and females were taken from varied pharmaceutical companies namely Cipla, Ranbaxy, Himalaya Drug Company, Lupin, Abott Ltd.

OBJECTIVES OF THE STUDY

- To determine the level of job satisfaction of employees in pharmaceutical sector in Jaipur.
- To investigate the effect of gender considerations in job satisfaction.

DATA ANALYSIS AND RESULTS

The table below shows the responses of 50 employees on various questions related to job satisfaction:

	QUESTIONNAIRE	Yes	No
A	HR Policies		
1	Employee-centered HR policies	21	29
2	Adequate Leaves and Holidays	18	32
3	High communication and information	24	26
4	Equal opportunities	31	19
5	Open Door Policy	28	22
B	Compensation Benefits		
6	Fairness in Salaries	26	24
7	Adequate Perks	21	29
8	Fair Bonuses	23	27
9	Post-Retirement Benefits	14	36
10	Linking of performance with adequate rewards	17	33
C	Work Environment		
11	Degree of Freedom in decision making	29	21
12	Recognition of efforts	34	16
13	Bullying Harassment	31	19
14	Rigid Targets	33	17
15	Fairness in delegation of work	30	20

	QUESTIONNAIRE	Yes	No
16	Unnecessary Paperwork	25	25
17	Resolution of Grievances	36	14
D	Relations with Superiors		
18	Accessibility of superiors	28	22
19	Meeting the superiors expectations	25	25
20	Compatibility with immediate superior	23	27

The present analysis was done by running Chi Square Test as the data collected was on Nominal scale. The male and female responses were analyzed separately and it was found out in the study that male and female perception towards job satisfaction is significantly different.

The value of Chi Square is .721 which is more than .05.

Hypothesis:

H0: There is no significant relationship between gender and job satisfaction parameters.

H1: There is a significant relationship between gender and job satisfaction parameters.

If the value of Chi Square is more than .05 then the null hypothesis is rejected.

So, in this case the value is .721 then we will reject the null hypothesis, and accept the alternative hypothesis i.e.

H1a: There is a significant relationship between gender and job satisfaction parameters.

Chi-Square Tests					
	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.128 ^a	1	.721		
Continuity Correction ^b	.085	1	.771		
Likelihood Ratio	.128	1	.721		
Fisher's Exact Test				.739	.386

Linear-by-Linear Association	.128	1	.721		
N of Valid Cases	1002				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 169.32.					
b. Computed only for a 2x2 table					
Symmetric Measures					
		Value	Approx. Sig.		
Nominal by Nominal	Phi	.011	.721		
	Cramer's V	.011	.721		
N of Valid Cases		1002			

Another conclusion can be drawn seeing the percentages of male and female employees over various parameters.

- Males are more satisfied with Open door policy, adequate perks and Fairness in salaries.
- Females are more satisfied with getting equal opportunities at workplace, linking performance with rewards and degree of freedom given in doing the job.

DISCUSSION

Job satisfaction, employee engagement, employee retention are the buzz words for the organizations today, as it is really difficult to figure out that “what suits where”? Thus, the organizations today are giving more importance to the Human Resource Department for finding out the reasons of attrition and retention. Job satisfaction is a complex concept, it is dependent on varied factors such as, gender, age, salary, security, welfare schemes, work environment etc. hence it is very difficult to come on a conclusion and generalize it. Though various researches and studies have been conducted but the results and conclusions vary geographically.

The study has helped in understanding the differences in job satisfaction parameters amongst males and females. The study implies that males are more satisfied with monetary factors or compensation benefits such as adequate perks, fairness in salaries. On the other hand females are more contended with non monetary factors such as equal opportunities at workplace, degree of freedom given in doing jobs.

The research has also helped in throwing light on the importance of Resolution of Grievances in the organization. Both males and females feel

that for developing a healthy organization culture it is important for the organization to create and maintain a strong grievance redressal system.

CONCLUSION

The above study signifies that the gender perception varies in terms of job satisfaction. The study aimed at bringing out the similarities and dissimilarities in the gender perceptions towards the various constructs of job satisfaction. The study hypothesized that there is no significant difference in the two aspects, but at the end of the research it was found out that there is a significant relation between them.

This pilot study has further given the dimensions for further research for doing an extensive study and generalizes this conclusion. The study would be helpful for the Pharmaceutical companies to give their employees the best suited environment, compensation, HR policies etc.

Despite a large body of literature no consensus has been reached on gender perception in job satisfaction. Clark's (1997) study reveals that gender differences in job disappears for the young and highly educated.

The study leaves scope for further research taking variety of examples and people from different line of work to see the changes in gender perception towards job satisfaction. One of the limitations of the study is that the sample was a small group, which limits the generalizability of the results. Conducting the study on a bigger sample size would improve the results.

LIMITATIONS

This research paper has several limitations. First, this study considered only few factors of job satisfaction like HR Policies, Compensation benefits etc. Secondly, the sample size of the study is small which should be increased in order to understand the most important determinants at more generalized level. Thirdly, the data is collected from a particular group of people i.e. pharma industry which restricts the generalizability.

REFERENCES

Bradley, D. E., & Roberts, J. A. (2004). Self-employment and job satisfaction: Investigating the role of self efficacy, depression, and seniority. *Journal of Small Business Management*, 42(1), 37-58.

- Brown, J. K. (1970). A note on the division of labor. *American Anthropologist Journal*, 72(5), 1073-1078.
- Clark, A. E. (1997). Satisfaction and gender: Why are female so happy at work? *Labour Economics*, 4(4), 341-372.
- Eagly, A. (1987). *Sex differences in social behavior: A social role interpretation*. Hillsdale, NJ: Erlbaum Publishers.
- Gruenberg, M. M. (1979). *Understanding Job Satisfaction*. New York: Wiley Publishers.
- Locke, E. A. (1968). Toward a theory of task motivation and incentives. *Organizational Behavior and Human Performance*, 3, 157-189.
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297-1343). Chicago: Rand McNally.
- Lopez, T. B., Babin, B. J., & Chung, C. (2009). Perceptions of ethical work climate and person-organization fit among retail employees in Japan and the US: A cross-cultural scale validation. *Journal of Business Research*, 62, 594-600.
- Mackey, W. C., & Coney, N. C. (2000). Cultural evolution and gender roles: A re-affirmation of J.K. brown's note. *International Journal of Comparative Sociology*, 36(3) 285-298.
- Mason, S. E. (1995, April). Gender differences in job satisfaction. *Journal of Social Psychology*, 135, 143-151.
- Mueller, C. W., & Wallace, J. E. (1996). Justice and the paradox of the contented female worker. *Social Psychology Quarterly*, 57, 95-107.
- Murray, M. A., & Atkinson, T. (1981). Gender differences in correlates of job satisfaction. *Canadian Journal of Behavioural Science/Revue canadienne des sciences du comportement*, 13(1), 44-52
- Oloko, O. (2002). *Influence of unplanned versus planned factory locations on workers commitment to industrial employment in Nigeria*. Socio-Economic Planning Science (vol.7) Pergamon Press Great Britain.
- Oshagbemi, T. (2003). Personal correlates of job satisfaction: Empirical evidence from UK universities. *International Journal of Social Economics*, 30(12), 1210-1232.
- Phelan, J. (1994). The paradox of the contented female worker: An assessment of alternative explanations, *Social Psychology Quarterly*, 59, 338-349.
- Robbins, S. P. (2002). *Organizational behavior* (10th ed.). New Jersey: Prentice-Hall
- Smith, P. C., Kendall, L. M., & Hulin, C. L. (1969). *The measurement of satisfaction in work and retirement*. Chicago: Rand Mc Nally.

- Smucker, M. K., Whisenant, W. A., & Pedersen, P. M. (2003). An investigation of job satisfaction and female sports journalists. *Sex roles*, 49(7), 401-407.
- Spector, P. E. (1997). Job satisfaction: Application, assessment, causes, and consequences. *Thousand Oaks, CA*: Sage Publication.
- Swarnalatha, C., & Sureshkrishna, G. (2012). Job satisfaction among employees of automotive industries in India. *International Journal of Future Computer and Communication*, 1(3), 245-248.
- Wiersma, U. J. (1990, September). Gender differences in job attribute preferences: Work-home role conflict and job level as mediating variables. *Journal of Occupational Psychology*, 63, 231-243.