

# EXPLORING THE LINKAGE BETWEEN DEMOGRAPHIC AND JOB SATISFACTION OF EMPLOYEES WORKING IN CIVIL AVIATION INDUSTRY

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**Abstract** *Attraction and retention of employees is probably the biggest challenge in Civil Aviation Industry, due to the presence of emotional work in their job roles. To win against this challenge, organisations have been focusing on job satisfaction of employees. It has been found in literature that job satisfaction of employees is significantly related to personal, social, interpersonal and organisational factors. Present paper throws light in same direction and has made an attempt to investigate the presence of any association between job satisfaction and demographic variables. Purpose of this paper is to examine the association between job satisfaction and nine demographic variables such as age, gender, marital status, education, sector, job profile, working hours, experience and gross monthly income. Data have been collected from 300 employees working in civil aviation industry at Amritsar and Delhi on different profiles. The Chi-square test has been applied and findings revealed that there is a significant relationship between the level of job satisfaction and six demographic variables such as gender, marital status, sector, job profile, working hours and experience of employee.*

**Keywords:** *Job Satisfaction, Age, Gender, Demographic, Civil Aviation*

## INTRODUCTION

Job Satisfaction is always a matter of utmost priority for organisations as its absence may distort the wellbeing of employees which may lead to various psychological and physiological disorders among employees (Evans et al., 2006). Various studies have depicted that job satisfaction experienced by employees affects the quality of service delivered by employees (Fitzgerald et al., 1994). Also, satisfied employees are more productive, innovative and dedicated towards quality. Organisations having low level of satisfaction within employees are having a high turn-over rate (Lim, 2007). It is in economic interest of organisations to promote job satisfaction among employees as satisfied workers are more bound to deliver an increased level of productivity and performance. Satisfaction has been found to be consistently associated with levels of employee performance and wellbeing, while a low level of satisfaction leads to reduced performance and low employee wellbeing (Judge et al., 2001; Wright & Cropanzano, 2000; Wright et al., 2007). Also, satisfied workers are found to be more committed towards the organisation (Allen & Meyer, 1990).

## Job Satisfaction

Job satisfaction has been defined as a positive and happy emotional state of person resulting from the pleasure an employee or a worker derives from his or her job (Spector, 1997). Many authors have allied this concept with emotional, affective and cognitive attitudes held by an employee about various components of his/her work (Mercer, 1997; Wright & Cropanzano, 1997; Wong et al., 1998). A positive and favourable attitude towards the job indicates satisfaction, while a negative and unfavourable attitude towards a job indicates job dissatisfaction (Armstrong, 2003). It is important to consider that job satisfaction does not mean that how well the work is performed or how much effort employee has given to the job (Hayes et al., 2006). It is related to how much employee like their job. Job satisfaction is a multifaceted construct which includes pay, promotion, supervision, benefits, contingent rewards, working conditions, co-workers, nature of work and communication (Spector, 1985). Many researchers have linked it with intrinsic and extrinsic factors. Intrinsic factors determine feelings of the employees on the nature of the job tasks and extrinsic factors

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of satisfaction determines feelings about the work situation in which those tasks have been performed (Hirschfeld, 2000; Rothmann, 2008). Recognition and appreciation for good work, level of responsibility, promotions and advancements, job enrichment and variety in work, growth, advancement and freedom in work are considered as dimensions under intrinsic satisfaction; whereas physical work conditions, relationship with immediate boss and colleagues, salary, hours of work and job security are major dimensions under extrinsic job satisfaction (Warr et al., 1979).

### Demographic Characteristics

Demographic characteristics have been considered as major factors that direct to job satisfaction or job dissatisfaction among employees (Gosnell, 2000; Crossman & Harris, 2006; Cano & Miller, 1992; Michaclowa, 2002; Sargent & Hannum, 2003). Demographic variables include those aspects of individual that employee already possess before his/her joining of work, such as age, gender, marital status and education, and include other job-related factors such as job profile, experience on job, level of job, shift work and years of experience. Literature reviewed a number of demographic factors from which some of the factors has been taken for the study such as age, gender, marital status, education, sector, job profile, working hours, experience and monthly income.

### LITERATURE REVIEW

There are a number of demographic characteristics such as gender, marital status, age, qualification, annual income and experience which have a relationship with job satisfaction (Saiyadain, 1985; Bajpai & Srivastava, 2004). Researchers of job satisfaction have identified 'demographics' as the means, which impact employee's attitude towards his/her work, salary, supervision, promotion, advancement and work environment. Gender has been considered as an important individual characteristic in research of demographics, which impact job satisfaction. Many studies have examined and presented the relationship between gender and job satisfaction (Mottaz, 1986). Some authors have explored that women are more satisfied than men from their job (Ward and Sloane, 1998; Bartol & Wortman, 1975; Clark, 1997; Murray & Atkinson, 1981; Sloane & Williams, 1996). Other researchers have found men to be more satisfied than women (Forgionne & Peeters, 1982; Hulin & Smith, 1964; Weaver, 1974). Similarly, age of an employee also impacts job satisfaction of employees (Ang et al., 1993; Herbert & Burke, 1997; Oshagbemi, 1997; Rhodes, 1983). Numerous studies suggest that there are positive relationships between age and

job satisfaction (Lee & Wilbur, 1985; Weaver, 1978), while many other studies have suggested no relationship between age and overall job satisfaction of employees (Herzberg et al., 1957; Singh & Singh, 1980). Crossman & Harri (2006) have identified significant differences in job satisfaction for different group of ages. Also, many researchers have explained and proved that overall job satisfaction increases as age of an employee increases (Merter, 2002; Lowther et al., 1985). Education has been considered in number of studies in relation to job satisfaction (Rogers, 1991). It has been determined that education of individual make differences in his/her attitude, motivation and participation at workplace. Highly educated employees are found to be more responsible towards their work (Churchill et al., 1979). In one of the studies by Bilgic (1998), it has been identified that employees with high level of education are more worried and concerned for productivity and have few negative feelings for the work. There are studies which have yielded contradictory findings and suggest that there is no association between education and job satisfaction (Lee & Wilbur, 1985; Bedeian et al., 1992; King et al., 1982). Job tenure has also been considered as an important characteristic that is associated with job satisfaction of employees. Job tenure refers to the length or duration of time an employee has worked in a specific position in an organisation. It has been found that work attitude changes with the tenure (Guimaraes & Igbaria, 1992; Lim & Teo, 1998). If employee has worked for long durations, his efforts and investments are relatively more towards organisation in comparison to those who have worked for a short tenure (Lim & Teo, 1998). In one more study by Fetsch & Kennington (1997), it has been revealed that there is a relationship between job satisfaction and marital status. They found that divorced and married employees to be more satisfied than those employees who are single, remarried or widowed. In one more study, Wickramasinghe & Kumara (2010) have found that marital status has a significant relationship with job satisfaction of employees. In contrast, Scott et al. (2005) revealed that there is no significant relationship between marital status and job satisfaction.

### RESEARCH METHODOLOGY

The nine demographic variables such as age, gender, marital status, education, sector, job profile, working hours, experience and gross monthly income have been taken to analyse their relationship with the level of job satisfaction.

The null hypothesis framed for the study is:

*H<sub>0</sub>: There is no significant relationship between the demographic characteristics of employees and their job satisfaction level.*

## Sample Design and Database

Workforce from civil aviation industry has been taken as a sample for present study. Employees at security and safety level, cabin crew and ground duty level have been surveyed with the help of a well-structured questionnaire. Stratified sampling method at multistage has been used to take samples from international airport of Delhi and Amritsar so that the required representation from all departments can be done adequately. Sample size is of 300 employees working in various departments of airports.

## Measures

For the purpose of assessing job satisfaction level scale given by Paul Spector with 36 items, six-point job satisfaction scale has been used wherein 1 indicates “disagree very much” and 6 indicates “agree very much”. However, after considering work situations and environmental settings of the civil aviation industry, further modification and alteration have been done in the scale. For bringing these changes accurately, a short interview with the employees has been done during various visits at the airport. Besides job satisfaction scale, nine demographic variables have been added to the questionnaire such as gender, age, marital status, education, sector, job profile, working hours, experience and monthly income. Further, the Cronbach’s alpha statistics and item-to-total correlation have been applied to alter and refine the scale. Accordingly, two items have been deleted from the scale and value of final the Cronbach’s alpha reached to 0.801 from 0.798. Further, no item has been deleted as factor loadings have confirmed the norms and satisfy the internal consistency.

Two categories of employees have been determined on the basis of experiences of employees such as low satisfaction and high satisfaction. The cumulative score of response of each respondent for all the dimensions of job satisfaction has been calculated. The aggregate score is used to estimate the Z scores for which each respondent has the same mean

(mean = 0) and standard deviation (S.D. = 1). The positive value indicates that respondent have been highly satisfied as per mentioned norm, while a negative value indicates that respondent has not been highly satisfied as it is below the mentioned norm (Verma & Larson, 2002). Accordingly, employees having positive value are classified as employees feeling “high job satisfaction” and those having negative values are classified as employees feeling “low job satisfaction”.

The two independent sample *t*-tests have been applied on dataset to measure whether there is a significant difference between the two categories of respondents, such as high job satisfaction and low job satisfaction. Accordingly, *t*-test value, i.e., 21.860 has been found to be statistically significant at 1 percent level of significance. Also, 53 percent of employees are found to be high on job satisfaction and 47 percent are found to be low on job satisfaction.

## Methodology

For achieving the objective, the chi-square test and one-way ANOVA have been applied to data in order to explore the relationship between the level of job satisfaction of employees and various demographic variables of employees. For analysing the data, statistical package SPSS version 16.0 has been used. Frequency distribution depicts various characteristics of demographic such as maximum number of female respondents and majority of employees are from private sector airlines. Similarly, majority of workforce works for 8 hours a day.

## RESULTS

There is a presence of continuous variables in demographic such as age, gross monthly salary and work experience of the employees. On these variables, two independent sample *t*-tests have been applied to identify the relationship between these variables and job satisfaction as mentioned in Table 1.

**Table 1: Age, Work Experience, Gross Monthly Income and Job Satisfaction**

Variable	Level of Job Satisfaction	P value	T Test For Equality of Means			
			Equal variances assumed	F-value	T-value	df
Age*	High	.000	Equal variances assumed	17.656	2.730	298
	Low		Equal variances not assumed		2.766	296.70
Work experience*	High	.000	Equal variances assumed	34.12	4.856	298
	Low		Equal variances not assumed		4.753	248.10
Gross Monthly income	High	.794	Equal variances assumed	.068	.946	298
	Low		Equal variances not assumed		.942	287.63

Note: 1, source primary data. \*significant at 1 per cent level of significance.

From Table 1, it is clear that age is significantly associated with job satisfaction. From frequency distribution analysis, it has been determined that people from age of 18-29 are more satisfied out of their job in comparison to other age groups. Similarly, work experience of employee is also found to be associated with job satisfaction of employees as employees with work experience from 9 to 12 years are found to be more satisfied in comparison to the other groups of experiences. Gross monthly salary is found to be not significantly related to job satisfaction, although employees lying in the slab of 41,000-60,000 are found to be more satisfied in comparison to employees lying in other slabs.

Further, Table 2 has presented the results on the relationship between job satisfaction and demographic variables, namely, gender, marital status, education, working sector, department/ job profile and working hours of employees.

**Table 2: Demographic Profile of Respondents**

Demographic Variables	High Job Satisfaction (Percentage)	Low Job Satisfaction (Percentage)
	N – 160	N – 140
<b>Gender*</b>		
Male	34	30
Female	66	70
<b>Marital Status*</b>		
Single	82	61
Married	18	39
<b>Education of Employee</b>		
12 <sup>th</sup> pass	12	24
Graduate	72	74
Post graduate	16	2
<b>Sector*</b>		
Public	53	77
Private	47	23
<b>Department/Job Profile**</b>		
Cabin crew		58
Ground duty	74	32
Security and safety	15	10
<b>Working Hours*</b>		
8 hours	56	72
> 8 hours	19	13
< 8 hours	25	15

Source: Primary Source

\*p < 0.001

\*\* p<0.005

Table 2 shows that gender has statistically significant relationship with job satisfaction level of the employees. And, males are more satisfied in comparison to the females. Likewise, marital status has been found to be related to job satisfaction level. Also, frequency distribution charts give an idea that unmarried employees experience more job satisfaction than married employees. Also, sector, job profile and working hours are significantly related to the job satisfaction level. In addition, the results revealed that relatively a greater number of employees from cabin crew department are satisfied with their jobs in comparison to other departments.

## DISCUSSION

The chi-square values confirmed the association of job satisfaction with work experience, gender, age, marital status, sector, job profile and working hours, as results are found to be statistically significant for these variables. In this direction, Okpara et al. (2005) have also revealed that gender makes a significant difference on the level of job satisfaction. Similarly, Hunt and Saul (1975) and Riza et al. (2018) have identified that age and work experience are related to each other. Likewise, Kemunto et al. (2018) and Nakata (2017) have determined that marital status and working hours are significantly associated with level of job satisfaction. In comparison, there are demographic variables such as education level of employees and gross monthly income, which are found to have no significant impact on job satisfaction level of employees. This finding is in alignment to the finding of Shrestha (2019) and Andrioti et al. (2017), who have also determined insignificant relationship of job satisfaction with monthly income and education level. Hence, results of the study has rejected the proposed hypothesis as job satisfaction of employees has significant relationship with age, experience, gender, marital status, sector and department or job profile of employee.

## CONCLUSION

The present paper emphasises that demographic factors are important variables which affect the satisfaction level of employees of civil aviation industry. It has been recognised that there is existence of considerable and significant relationship between the job satisfaction and demographic characteristics of employees such as age, gender, marital status, education, sector, job profile, working hours, experience and monthly income. Study has also shown that employees working at ground duty, security and safety level are not satisfied of their work which generates an urgency to initiate more profile-specific programmes to satisfy

employees intrinsically and extrinsically. Also, researchers can further identify the relationship between nine factors of job satisfaction with demographics variables. Further, these studies can be explored on employees of other sectors such as hospitals, education institutes, etc. Besides, job satisfaction other dimensions of employee wellbeing such as emotional exhaustion and work engagement can be explored to identify the relationship with demographics.

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