

## **Job Satisfaction of Employed Women in Organized Sectors**

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**ABSTRACT:** Job satisfaction is the effect of various components of their working environment to meet their needs. Apart from income, other factors to job environment also influence the employees' satisfaction with their jobs. It is the influence of many factors such as nature of work, salary, advancement opportunities management, work groups, work condition etc. The present study was planned to investigate the job satisfaction of working women from different organized sectors. Samples of 300 working women were selected purposively, Copper, 1976 job satisfaction scale was used to study the job satisfaction level. Majority of the working women were highly satisfied with the job itself followed by the level of job security, communication and information flow, involvement with the organization goals and image and interpersonal relationships. There was significant difference in job satisfaction between doctor and college teacher, college teacher and school teacher and college teacher and nurse. The study also found that college teacher had higher job satisfaction in comparison to others. It may be due to status and prestige of college teachers followed by income.

**Keywords:** job satisfaction, working women, organized sectors

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### **I. INTRODUCTION**

Earlier women have wider responsibility to play as home makers. They play dynamic role in their home activities as wives and mothers responsible for the development of their children and home makers in charge of the operations of their homes. But with the increase in educational facilities they have gradually started taking employment outside the home. They carry the double burden of job and household work. Majority of the women are employed in industries and social organization like schools, colleges and hospitals. Due to new economic, dynamic and political scenario their roles are changing and getting a better position and justice. Their attitude towards employment, marital status and maternal status affect their mental health also.

After independence with the rapid increase in industrialization and urbanization on the one hand and the increase in poverty and unemployment on the other, women's life styles are undergoing significant change. The constitution of independent India declared that there should be no discrimination against the employment of women; this also created major opportunity for employment. Previously employment rate was seen more particularly among rural women working for living in the field along with their men. Educated middle and upper caste women are comparatively a recent phenomenon. Now married women's coming out of the four walls of their home to seek gainful employment. As married women hold a job, it increases the burden of responsibility, physical labour, financial responsibility and creates feeling of guilt for divided loyalties between work place and home that reduces the time for her.

Job satisfaction results from an evaluation of the job's characteristics as feeling of people about different aspects of their jobs (Hedge and Borman, 2012). Job satisfaction is the extent to which people like or dislike their jobs and the degree to which they feel positively or negatively about various aspects of their jobs. According to Salazar et al. (2006), people are able to satisfy with their jobs, satisfactions-dissatisfactions level and arrive at a general conclusion.

Higher the opportunities for professional development higher will be the job satisfaction of the teachers (Rao, 1986). Higher the attitude towards teaching, facilities available in the departments, the higher will be the job satisfaction (Malik and Patel, 1990). Das and Bishnoi (1999) reported that highest satisfied occupational group were doctors and news readers (66.67%) followed by self employed person (60%). It may be due to the pleasure they obtained by serving the humanities, bright future, social prestige and good earning.

Job satisfaction for working women is great importance to the family, society and employer. It helps the perceptible changes in the mindset of working women and the employer to change its policy for consequent productivity and enhances job satisfaction. As emotional instability is more aggravating the government and non-government agencies should review the existing policies and practices to enhance job satisfaction. The present study was undertaken to investigate job satisfaction of employed women in organized sectors.

## II. THEORETICAL ORIENTATION

Brayfield and Rothe (1967) developed job satisfaction index which was modified by Warner (1973) which included the items related to respondents' interest in their job. Quinn and Shepard (1974) developed 5-item measure of global job satisfaction which included to recommend this job to others also. Cooper (1976) developed scale to assess job satisfaction with respect to 22 aspects on 8- point continuum.

Vroom's expectancy theory (1982) and Adam's equity theory (1963) is representative of the second framework. Framework three is rooted in situation models of job satisfaction. Situational theorists assume that the interaction of variables such as task, organizational, and individual characteristic influence job satisfaction. Khot and Joshi (1986) measured job satisfaction of Gram sevikas took into account 14 sub-components. Glisson and Durick (1988) examined simultaneously the ability of variables from three categories (worker, job, and organizational characteristics to predict job satisfaction. Chattopadhyaya *et. al.* (1994) and Naeli (1994) said that job satisfaction is broadly considered an attitude reflecting the degree to satisfied needs.

According to Thomson and Vamara (1997) three theoretical framework of job satisfaction could be identified in literature. Framework one is based on content theories which fulfill needs and attainment of values that lead to job satisfaction. Maslow's need Hieracahy theory (Maslo, 1954) and Hersberg's Motivator-hygiene Theory (Herzberg, 1966) is examples of content theories. Framework two is grounded in process theories that investigate the interaction of variables such as experiences, values, and needs (Gruenberg, 1979). Tripathi (1997) explained organizational and personality variables that affect job satisfaction. Jonathan Gardner and Andrew Oswald (2002) assessed overall job satisfaction with respect to seven aspects. Theoretical framework has been presented in Figure 1.

## III. METHODOLOGY

The total 300 working women from different professions like, education (teachers), health (doctor and nurse) and other services (officer and clerk) in organized sector of Chhotanagpur such as Ranchi, Ramgarh, Hazaribagh and Bokaro district were selected purposively. Data were collected from the respondents with the help of interview schedule. It was distributed to the respondents; regularly follow up through telephone calls and personal visit. The survey design of research was used. The schedule contained demographic features and different aspects of job satisfaction. t test was used to know the significant difference. An interview schedule was constricted to collect data from the respondents. The reliability and validity of the interview schedule was tested. The scale developed by Cooper (1976) has been used which assesses job satisfaction with respect to 22 aspects on 8- point continuum. These aspects are - information flow, inter-personal relationship, value, job itself, motivation, career opportunities, job security, involvement in setting goals, nature of supervision, methods of innovation implementation, tasks, personal growth, methods of conflict resolution, scope to realize aspirations, participation in important decision, use of skills, flexibility and independence, organizational climate, satisfaction with organization structure, quality of work allotted, and degree of feeling extended. Researcher used descriptive statistics such as frequency distribution, percentile, mean and standard deviation. Researcher also used 't test' to determine the difference between job satisfaction among working women.

## IV. FINDINGS AND DISCUSSION

Job satisfaction refers to the degree of contentment the employee derives from job. Work is one of the major activities; employee's feeling about their job is also valuable. The field of industrial /organizational psychology has a long, rich, and, at times, controversial history related to understand employee attitudes and job satisfaction (Lise and Timothy 2004). It includes social support at work, occupational categories and specific job characteristics. Above all, women's' attitude towards employment, their marital status and maternal status also play major role.

### *Age of working women and their spouses*

The age ranges from twenty to more than 60 years. The percentage of working women in various age groups shows an increasing trend reaching the maximum i.e. 39.33 percent in female (Figure 2). Mishra 2013 reported that job satisfaction is related to different socio-economic and personal factors, such as: age, sex, incentives, working environment, education, duration of work etc. A very small percentage (2.67%) of working women belonged to more than 60 years age group category. Age was found to be negatively correlated with occupational stress and positively with job satisfaction (Chandraih *et. al.* 2003).

### *Educational status*

The majority (38.67%) was post-graduate followed by graduate (29.67%), above post-graduate (23%) and intermediate (6.67%) while only 2 per cent had matriculation degree. Job satisfaction implies enthusiasm and happiness with work and key ingredient that leads to recognition, income, promotion and achieving goal that leads feeling of fulfillment (Kaliski 2007).

### **Duration of service**

Majority (35%) had more than 20 years of service experience, followed by less than 5 years (21.67%), between 11-15 years (18.67%), between 6-10 years (13.67%) and between 16-20 years (11%) (Figure 3). Job satisfaction is closely linked to the individual's behavior in the work place (Davis et al 1985)

### **Job satisfaction**

Satisfaction of working women for various factors was measured on three levels, high, medium and low. Majority (59%) were highly satisfied with the job itself followed by the level of job security (57%), communication and information flow (52%), involvement with the organization goals and image (49%) and interpersonal relationships (48%) (Figure 4). It is more influenced by an attitude, internal state and also associated with a personal feeling of qualitative and quantitative achievement (Mullins 2005). In contrast, 36.7 percent working women had low satisfaction in case of flexibility and independence, 35.3 percent for the method of conflict resolution, 34.3 percent in implementation in change, 34 percent for possibility of personal growth and development, 33.7 percent towards the extent of participation, 32.3 percent against the level of salary and 30.3 percent with regard to the satisfaction with the organization (Table 1). Job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs (Aziri 2008). The relationship between the impact of hospital restructuring and job insecurity was mediated by job satisfaction (Esther *et. at.*, 2002).

As per findings of Gardner and Oswald (2002) job satisfaction is positively related to well-being who enjoy their jobs. Motivation factors viz., feeling of achievements, ability utilization, recognition and rewards, creative work, freedom of expression and scope for professional growth contributed comparatively more to job satisfaction than the hygiene factors viz., behaviour of immediate officer, job security and advancement, adequacy of salary, administrative setup and social status attached to the job (Sandhu and Singh, 1977).

### **Different categories of working women**

Findings show that some job categories are more satisfied than other. There is highly significant difference between doctor and college teacher, college teacher and school teacher and college teacher and nurse with respect to job satisfaction under which college teacher had higher job satisfaction in comparison to others, it might be due to the pleasure they obtained by serving, bright future, social prestige and good earning (Table 2). Job satisfaction is the collection of feelings, beliefs and the level of degree ranged from extreme satisfaction to extreme dissatisfaction. Attitudes about their job as a whole such as the kinds of work, their co workers, supervisors and their pay may affect job satisfaction (George and Jones 2008).

The difference between officer and college teacher, officer and nurse and college teacher and clerk, clerk and nurse was statistically significant. Agezezn et al (2014) suggested that more than any factors, managers should consider the modification of working environment and group cohesions rather than trying to modify nurses to retain and maintain more experienced nurses for the organizations. The difference between respondents belonging to higher service and lower service was highly significant. Money is rarely a prime motivator for the employees (Neeraj 2011). Holling Worth *et. al.* 1988 reported that the subjects with lower job satisfaction were experience more stress, in the form of overload, role ambiguity, and role conflict, under participation, powerlessness and low status compared to those with higher job satisfaction.

Majority were post-graduate followed by graduate, above post-graduate and intermediate. About forty-three per cent respondents were engaged in semi government, 27 per cent in public sector undertaking and only 15 per cent in private sector. Regression analysis showed that satisfaction with the workplace is a significant predictor of employee productivity (Konstantinos and Nikolaos 2015).The majority of respondents had more than 20 years of service experience. Majority of the working women were highly satisfied with the job itself followed by the level of job security, communication and information flow, involvement with the organizational goals and image and interpersonal relationships. College teacher had indirect beneficial effects upon job and had higher job satisfaction in comparison to others. Education is also associated with greater hours of works, which reduce satisfaction level (Gardner and Oswald 2002). Higher education is important for bringing change in the society and making them independent. Deterioration in job condition leads to an increase in anger and depression that decrease job satisfaction. The socio economic changes in the country are the main factors that affect the life of women. Combining full time employment with the role of housewife and mother has presented a serious problem. In formal and informal sectors, generally women work equally along with men. Due to modernization, urbanization, secularization, new life style, the women are forced to take part in work along with men in all sections of the society. Now they enjoy better status economically and socially and the ratio of literacy is increasing faster than men. The facilities provided by government for economic upliftment for women at present are appreciating and also correlated to culture and education. Success is measured by social and mental well being, standard of living and quality of life of the family as a whole. Job is an important determining factor of social and economic status in the society.

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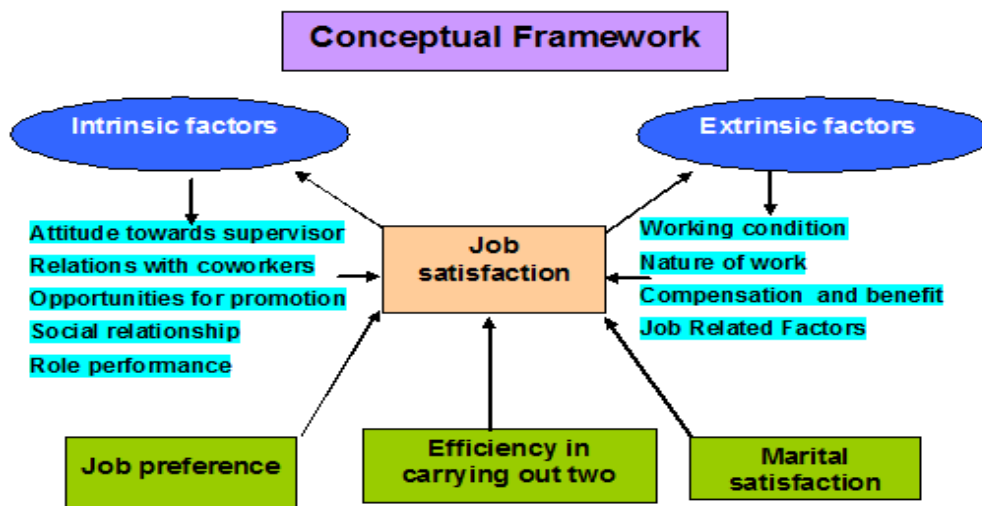


Figure-1: Conceptual framework of job satisfaction

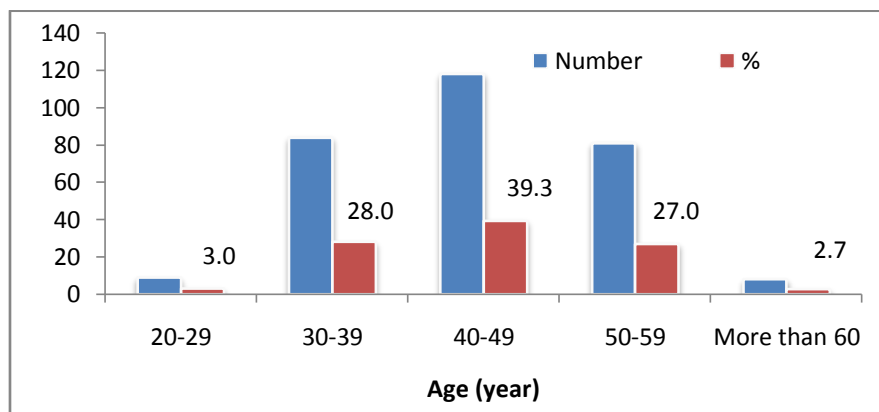


Figure 2. Age of respondents

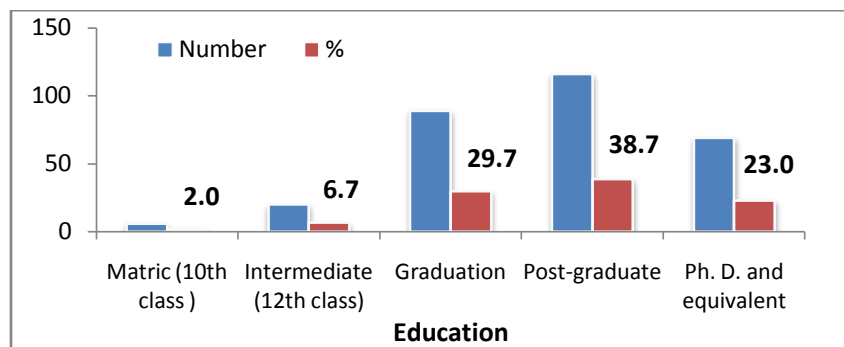


Figure 3. Education level

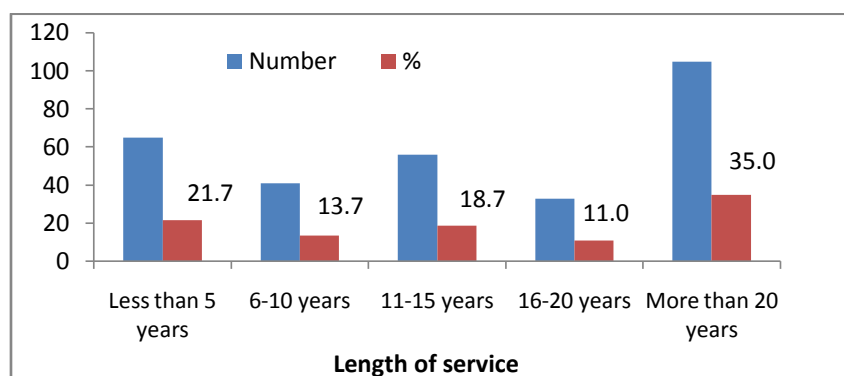


Figure 4. Length of service

Table 1. Relationship between factors and job satisfaction of working women

Aspects	Level of job satisfaction					
	High	%	Medium	%	Low	%
Communication and information flow in organization	157	52	69	23	74	24.7
Inter-personal relationships	145	48	88	29.3	67	22.3
Feeling about your efforts are valued	127	42	95	31.7	78	26.0
The job itself	176	59	75	25	49	16.3
Degree of motivation	123	41	103	34.3	74	24.7
Current career opportunities	120	40	100	33.3	80	26.7
The level of job security	172	57	63	21	65	21.7
Involvement with the organization's goals and image	146	49	80	26.7	74	24.7
The nature of supervision	126	42	105	35	69	23.0
Implementation in change / innovation	100	33	97	32.3	103	34.3
The manner of tasks to perform	128	43	101	33.7	71	23.7
Possibility of personal growth and development	100	33	98	32.7	102	34.0
The methods of conflict resolution	85	28	109	36.3	106	35.3
The scope of aspirations and ambition	118	39	104	34.7	78	26.0
The extent of participation :	111	37	88	29.3	101	33.7
Skills are utilized	119	40	92	30.7	89	29.7
Flexibility and independence	111	37	79	26.3	110	36.7
The organizational climate	126	42	97	32.3	77	25.7
Level of salary	129	43	74	24.7	97	32.3
Satisfaction with the organization	115	38	94	31.3	91	30.3
The quantity of work expected / allotted	107	36	108	36	85	28.3
The degree to which you feel extended in job	113	38	97	32.3	90	30.0

**Table 2.** Comparison of job satisfaction between selected categories of respondents

Pair of respondents	Paired Differences			t value	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean		
Doctor- Officer	-5.10	44.88	6.35	-0.80	0.43
Doctor-College teacher	-26.60	40.59	5.74	-4.63 **	0.00
Doctor-School teacher	4.70	37.69	5.33	0.88	0.38
Doctor-Clerk	-2.82	37.38	5.29	-0.53	0.60
Doctor-Nurse	8.48	39.93	5.65	1.50	0.14
Officer-College teacher	-21.50	50.20	7.10	-3.03 **	0.00
Officer-School teacher	9.80	46.77	6.61	1.48	0.15
Officer-Clerk	2.28	42.46	6.01	0.38	0.71
Officer-Nurse	13.58	45.26	6.40	2.12 *	0.04
College teacher-School teacher	31.30	35.83	5.07	6.18 **	0.00
College teacher -Clerk	23.78	46.00	6.51	3.66 **	0.00
College teacher -Nurse	35.08	38.62	5.46	6.42 **	0.00
School teacher-Clerk	-7.52	42.28	5.98	-1.26	0.21
School teacher-Nurse	3.78	33.79	4.78	0.79	0.43
Clerk-Nurse	11.30	38.45	5.44	2.08 *	0.04
Higher service-Lower service	14.02	42.13	3.44	4.08 **	0.00

\* significant at 0.05 percent probability level, \*\* significant at 0.01 percent of probability level.

**Annexure 1.** Age, level of education and length of service of respondents

Age (in Years)	Number	%
20-29	09	03.00
30-39	84	28.00
40-49	118	39.33
50-59	81	27.00
More than 60	08	02.67
<b>Education</b>		
Matric (10 <sup>th</sup> class )	06	2.00
Intermediate (12 <sup>th</sup> class)	20	6.67
Graduation	89	29.67
Post-graduate	116	38.67
Ph. D. and equivalent	69	23.00
<b>Length of service</b>		
Less than 5 years	65	21.67
6-10 years	41	13.67
11-15 years	56	18.67
16-20 years	33	11.00
More than 20 years	105	35.00

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