

JOB COMPONENTS FOR EMPLOYEE'S SATISFACTION: A STUDY

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Abstract

The present paper investigates the issues of job satisfaction and its components in relation to gender and public/private organizations. A sample of 300 employees working in public organizations (n =150; 75 males & 75 females), and private organizations (n =150; 75 males & 75 females) from Multan was administered. The Job Satisfaction Survey (Spector, 1994) is to assess the employees' attitudes towards the components of their jobs. Results indicated that males show more job satisfaction when compared to females, and employees of public organizations are more satisfied with their jobs than the employees of private organizations. Results suggested that employees of public organizations are more satisfied with contingent rewards, operating procedures, and coworkers while employees of private organizations are satisfied with pay, supervision, fringe benefits, nature of work, and communication in their organizations. Results further suggested that component of promotion is equally preferred by both public and private organizations. Results indicated that male employees give more value to pay, promotion, operating conditions, and communication while female employees put more emphasis on supervision, contingent rewards, coworkers, and nature of work. Results further indicated that male and female give equal value to the component of fringe benefits.

Keywords: Job Satisfaction, Productivity, Communication, Cooperation, Attainment

Introduction

Satisfaction of the employees is an important key for the success of an organization. Job satisfaction provides a feeling of completeness and sense of pride to a person, when assigned any responsibility, by exerting physical and mental efforts in order to produce best results. Job satisfaction is defined as "a person's response of experiencing a job" (Dowell, Westcott, McLeod, Hamilton, 2001). Many ingredients are considered to be an essential part of job satisfaction. These ingredients are essential in a sense that they affect the individual way of thinking towards their job. These ingredients include salary, rewards, fringe benefits, supervisor support, co-workers, working atmosphere, information transfer, health & safety, productivity and the job itself. All of these variables measure a person's level of job satisfaction in their own way. Pay sometimes seems to be an important tool to satisfy an employee towards his job, but it has not been proved yet. A healthy and

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comfortable working condition is an important requirement for every employee.

Job satisfaction as a basic mechanism of prosperity and sense of fulfillment of an employee is positively correlated with degree of performance and psychological well being of employees at their work places. Job satisfaction focuses the criteria in which a person feels that he is acting and performing good in his job, taking pleasure from it, and getting an appropriate compensation and benefits of his physical and mental pains. A satisfied job further implies sense of devotion and content while doing job. Job comfort is the key radiant that excels to identification, earnings, advancement, and accomplishment of various tasks which provides a sense of attainment. For an employee, job satisfaction provides a delightful feeling that gives rise to an explicit work approach (Coyle, Aday, Battles, & Hynan, 1999).

There are numerous conditions that may affect the employees' satisfaction with their jobs i.e. the amount of association with one's overseer, standardize working environment, and the extent of completion in their hard work. Healthy working conditions reduce job dissatisfaction, but it is not compulsory that they contribute to promote job satisfaction. The encouraging factors that promote an individual satisfaction towards a job include accomplishment, identification, the job itself, efficiency, progression and expansion.

Competitive tasks or goals must be given to the individuals by given guarantee that they will be provided with full benefits for the successful completion of work, this results in the smooth functioning of an organization. The variables of job satisfaction must be embodied by each and every organization in their structure in order to increase job satisfaction in their working environment for e.g. helping the employees in building up their career, engaging the individuals in tasks which provide change and venture, how to make best use of a person's abilities, to be artistic and have an ability to accomplish any challenging task, a steady and safe working conditions include a team work, cooperation and continual backup support from the supervisor, job provides safety and permanence, fringe benefits must be given such as availability of day care centers, fitness activities, advancement in IT, and finally challenging wages and better chances for progression (Ilacqua, Schumacher, & Li, 1995).

When considering job satisfaction, one must keep this thing in mind that there are number of variables that influence job satisfaction. Employees' attitudes towards these variables differ from one and another over the time. Except the variables discussed before, supervisor tries to increase job satisfaction by assigning tasks to the workers according to their work abilities, and the tasks should match with their personal characteristics (Naumann, 1993).

As salary always plays an important role in reward system, so it must be ensured that pays are fixed or given on the basis of performance and job responsibility, not on the basis of seniority. Thus, the core concept of job satisfaction is basically the result of situations and circumstances encountered by the people in their jobs. Park (1992) reported that if an individual is getting attractive salary, better chances for promotion, encouraging & understandable supervisor, and cooperative coworkers, then all these governing factors forecast that a person is satisfied with his job. In simple words, happiness affiliated with one's job decrease the distress of life and results in increase of job satisfaction.

According to previous researches financial rewards are the significant explicatory components for job satisfaction (Voydanoff, 1980). It was found by Taylor and West (1992) in their study of public proficient males and females that salary levels have a great influence on job satisfaction, noting that public proficient who compared their pay level with the proficient of private sector are less satisfied with their jobs.

Gary (1999) reported in his study that job satisfaction is greatly influenced by pay, preferred chances for upgradation, work comprehensibility and importance, and how the expertise are manipulated, organizational distinctiveness such as engagement, determination and association with manager and colleagues. All these particulars of job must be thoughtfully arranged to intensify job satisfaction in an organization. Absolutely, if an employee is beholden to his or her job satisfaction, most likely he or she will discover the most pleasurable conditions in the work atmosphere. Gary (1999) also reported in his study that achievement of complicated and independent tasks are positively related to job satisfaction where as the

accomplishment of regular tasks opposed or negatively related to job satisfaction.

Communication between the supervisor and subordinate greatly affect job satisfaction in the work environment. The style the supervisor adopts to interact with his subordinates is more significant than the verbal content. In work environment, association between supervisor and subordinate is one of the significant aspects. A supervisor's healthy interaction, non-verbal proximity and affection help him to receive healthy response and high job satisfaction from his subordinate. On the other hand, if the attitude of a supervisor is unsocial, hostile, antagonistic, and he feels reluctant to interact with his subordinates so the result comes in negative response and low job satisfaction (Penley, Hawkins, 1980).

The primary contradiction which is reported in the survey of gender and job satisfaction that women jobs are lower in terms of salary, liberty and progression scope which results in less job satisfaction in women than men. Despite all this, most of the researches suggests that level of job satisfaction is greater in women, while from some researches it is found that job satisfaction is higher among men while others found no notable difference. Hodson (1989) concluded that women seems to have more satisfaction towards job as compared to men. The idea which is commonly considered is a belief among women that they are always rewarded less as compared to men and therefore have less expectations, and are cultured not to express their feelings of disappointment. Another important thing which has to keep in mind is that the men and women in jobs differ from each other in terms of caliber, desirability and distinctiveness.

Murray & Alkinson (1981) concluded that women wants to be social whereas men give more importance to salary, upgrading, and extraneous factors. Hill (1986) debated, that factors like teaching themselves, working independently and intellectual accomplishments greatly affect female faculty job satisfaction while male faculty job satisfaction is influenced by extraneous components like salary, extra benefits, executive qualities and collegial relationship. Difference may come in job environment. Lentz and Laband (1995) found that men in private practices have more job satisfaction. It was also noted that men with counselors and without counselors are more satisfied as compared

to women but this contrast is not much remarkable (Mobley, Jaret, Marsh, & Lim 1994).

Literature supports the concept of job satisfaction which is rapidly growing but a very few studies have attempted to examine job satisfaction among male and female professionals in Pakistan. Following the above literature the present research was organized in order to investigate the factors determining job satisfaction in relation to gender, and public vs. private job settings. It was hypothesized that male employees seems to be more satisfied with their job as compared to female employees and the employees of public organizations have higher level of job satisfaction than those of private organizations. It was also assumed that male and female employees and the employees of public and private organizations prefer different components to feel satisfied in their jobs.

Method

Participants

The sample consisted of 300 employees working in public organizations (N = 150; 75 males & 75 females) and private organizations (N = 150; 75 males & 75 females) of Multan. Their age range was 29 – 56 years. To select the participants, convenience sampling technique (non-probability approach) was used. The participants were more or less similar with education and income level.

Instrument

Job Satisfaction Survey

The Job Satisfaction Survey (Spector, 1994) is a 36 item; nine-facet scale. It is used to assess employee attitudes about the job and aspects of the job. Each facet is assessed with four items, and a total score is computed from all items. A summated rating scale format is used, with six choices per item ranging from "strongly disagree" to "strongly agree". Items are written in both directions; positive and negative, so negative items must be reverse scored. Scores on each of nine facet subscales, based on 4 items each, can range from 4 to 24; and cut off score is 14, while scores for total job satisfaction, based on the sum of all 36 items, can range from 36 to 216 with a cut off score of 126 and 126 and above on the scale represents job satisfaction.

The following are the nine facets:

Pay: refers to the amount an employee gets for his work, abilities and task completion.

Promotion: refers to the up gradation and scope to move up.

Supervision: refers to the proficiency and capability in performing administrative tasks.

Fringe benefits: refers to the security, recreational time and other extra benefits.

Contingent rewards: refers to the sense of admiration, identification and apperception.

Operating procedures: refers to the principles, discipline, codes and regulations.

Coworkers: refers to the teamwork, and cooperation among colleagues in organization.

Nature of work: refers to the pleasure by accomplishing the performed tasks.

Communication: refers to the transmission of knowledge within the organization (verbally or written).

Procedure

Participants were approached at their workplaces. The selection of the participants was made through the non- probability convenience sampling technique where the respondents are selected on the basis of their availability and willingness to respond. The participants were informed about the purpose of the study and were ensured about the confidentiality of the information sought from them. The Job Satisfaction Survey was administered to them. Separate instructions were given on the top of the scale and researcher checked whether these instructions were clear to the subjects or not. Data was analyzed by using Statistical Package for the Social Sciences (SPSS).

Results

In order to see the differences in the attitudes of employees towards their job and its nine components in relation to gender and public/private organizations, independent sample t-test was computed.

Table-1: Differences in the level of Job Satisfaction between Employees of Public and Private Organizations, and between Male and Female Employees (N=300)

Employees	M	SD	t	p
Public Organizations	129.33	12.02	1.55	0.03*
Private Organizations	124.23	10.32		
Male Employees	127.11	11.07	2.79	0.01*
Female Employees	122.45	10.06		

df = 298, *p < 0.05

Table 1 indicates the significant differences in terms of gender and public/private organizations. Results pertaining to gender suggest that males show more job satisfaction as compared to females. Furthermore, employees of public organizations are more satisfied with their jobs compared to employees of private organizations.

Table-2: Differences in the Components of Job Satisfaction of Employees working in Public and Private Organizations

Scales	Employees of Public Organizations (N=150)		Employees of Private Organizations (N=150)		t	P
	M	SD	M	SD		
Pay	16.09	3.30	18.12	4.46	-1.27	0.01*
Promotion	17.51	1.43	17.78	2.73	0.36	0.06
Supervision	13.81	1.11	18.91	4.18	-3.44	0.00***
Fringe benefits	17.54	5.39	20.81	2.72	-3.35	0.001**
Contingent rewards	18.95	4.72	16.01	3.75	1.17	0.021*
Operating procedures	18.39	4.55	15.81	3.37	1.18	0.020*
Coworkers	19.46	5.12	13.27	2.18	3.06	0.00***
Nature of Work	18.26	4.32	21.24	4.86	-2.12	0.03*
Communication	17.86	3.24	19.84	3.99	-3.56	0.001**

df = 298, *p < 0.05, **p < 0.01, ***p < 0.001

Table 2 shows that employees of public and private organizations have the different choices for the different components of job satisfaction. Results indicate that employees of public organizations are more satisfied with contingent rewards, operating procedures, and coworkers while employees of private organizations are satisfied with pay, supervision, fringe benefits, nature of work, and communication in their organizations. Results further suggest that component of promotion is equally preferred by both public and private organizations.

Table-3: Differences in the Job Satisfaction of Male and Female Employees (N=300)

Scales	Male Employees (N=150)		Female Employees (N=150)		t	P
	M	SD	M	SD		
Pay	17.12	3.00	12.43	3.46	2.27	0.001**
Promotion	18.11	3.73	15.55	2.73	1.36	0.04*
Supervision	15.11	2.11	18.62	3.72	2.31	0.00***
Fringe benefits	19.01	4.31	18.91	3.12	0.72	0.08
Contingent rewards	14.61	5.02	16.52	4.77	1.17	0.04*
Operating procedures	17.43	3.11	15.29	3.05	2.11	0.001**
Coworkers	13.17	4.44	16.29	3.27	1.21	0.02*
Nature of Work	19.42	4.72	20.11	5.66	-1.03	0.01*
Communication	18.42	4.62	15.49	4.02	1.75	0.01*

df = 298, * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

Table 3 shows that male and female employees have the different choices for the different components of job satisfaction. Results indicate that male employees are more satisfied with pay, promotion, operating conditions, and communication while female employees put more emphasis on supervision, contingent rewards, coworkers, and nature of work. Results further indicate that male and female give equal value to the component of fringe benefits.

Discussion

The current research focused on the factors leading to job satisfaction among the employees working in public and private organizations. Difference in the preferences of job components for satisfaction by male and female employees towards their jobs is another important objective of this present study. Data was analyzed on the basis of nine factors related to job satisfaction evaluated by Job Satisfaction Survey.

It was hypothesized that satisfaction towards job will be more in male employees as compared to female employees. Result supported the assumption that male employees have higher job satisfaction than female employees (Table 1). The result is supported by the study of Lentz & Laband (1995) that males have more job satisfaction than females. Hodson (1989) also concluded, there are very few researches that agreed with this point that the level of job satisfaction is more in women as compared to men. The likely reason could be the long working hours and tough duty routines and less salary. The idea which is commonly considered is a belief among women that they are always rewarded less as compared to men and therefore have less expectations, and are

cultured not to express their feelings of disappointment. Another important thing which have to keep in mind that the men and women in jobs differ from each other in terms of caliber, desirability and distinctiveness.

These findings are also strengthened by another research conducted by Chiu (1996). Researcher concluded that women are less satisfied towards their jobs as compared to men because women think that they are given less chances for excelling in any profession than men. Three national surveys conducted by Lissmann and Gigerich (1990) also found that women have lower satisfaction with their jobs than men. Stewart, Ahmad, Cheung, Berguman, and Dell (2000) also accounted that the level of job satisfaction is high among male teachers than female teachers. Malta, Borg and Falzon (1989) reported that more than twice women teachers showed much dissatisfaction with their jobs as compared to men teachers. Thus, women teachers have a high level of dissatisfaction in their profession than men. The probable reason for women lower satisfaction with their jobs could be exhaustion from juggling home responsibilities with their jobs. It was also found that women's satisfaction with their jobs is also influenced by their household problems and needs as compared to men.

The categories where male employees scored higher as compared to females were pay, promotion, operating conditions, and communication while female employees indicated more their preferences for the job components of supervisor support, unexpected compensation, colleagues, and task characteristics. These findings are supported by the work of Leung, Siu, and Spector (2000) who examined the level of job satisfaction among college or university teachers and its components. They found that male teacher's job dissatisfaction is affected by the elements such as equity of salary (Pay), seniority (promotions), administrative features (operating conditions) and provided information (communication). Female teachers' satisfaction towards their job is influenced by many conditions such as teaching itself (work characteristics), working under guidance but autonomously (supervision) and colleagues' relatedness (coworkers), and scholarly achievement.

The study found that female employees give more importance to supervision, contingent rewards (admiration, identification and appreciation), colleagues and nature of work as compared to their male

associates. The main purpose for this can be the traditions of Pakistani culture where females don't feel comfortable while working under strict boss. Males are always dominant on females in every job profession and are given more independence and liberty in our culture and their communication and association with females is not conventional. Females want satisfactory contingent rewards against overload of work and long working hours. Zhan Chen and Sharon (2001) concluded in their study that the social intimacy in work influenced females' job satisfaction. Relationship with coworkers is very important, healthy relationship leads to high level of job satisfaction.

The results can be justified with the reasons that women placed more importance than men on travel time from home (fringe benefits), perhaps because of women's home responsibilities. The reason for males' job satisfaction could be that they differ from females in expectations related to job like operating conditions (rules, policies) and working environment. A study by Martin & Hanson (1985) indicated that working women have different demands than men in terms of job satisfaction. Leung, Siu, and Spector (2000) suggested that the best way to forecast job satisfaction among women relates with the organizational identification (contingent rewards) and observed organizational manners.

The probable reason for giving more importance to pay and promotion by male professionals could be that they are the breadwinner of their families in most of the cases. They think that they are not getting the best reward for their efforts. Martin and Hanson (1985) also concluded that factors responsible for job satisfaction differ from individual to individual whether he is a breadwinner in the household. Even more important than the issue of salary to many male professionals was the issue of job re-classification, (promotion) that is, the process of applying for a new job title with a commensurate pay raise to recognize changes in duties. The findings are compatible with the research conducted by Murray and Atkinson (1981) that women give more importance to social interaction (sense of respect and appreciation, working environment, coworkers), on the other hand men give more value to salary, promotion and other extraneous variables.

Another assumption of this research is to make comparison about the levels of job satisfaction between the employees of public & private organizations. Results suggested that employees of private organizations

are more satisfied towards their job than the employees of public organizations. This finding supports the study by Agassi (1998) which reported that there must be a difference in job settings, and also noted that employees in private practice were more satisfied towards their job. The gender distance among lawyers who are working as a corporate counsel was very less. Data from American Bar Association surveys in 1990 investigated that level of job satisfaction among female lawyers is higher, especially in private practice, but the gender difference disappears after controlling the characteristics of respondents' jobs and work environments.

These results can also be justified by the empirical work of Ilacqua, Schumacher, and Li (1995) who found that work environment and social & demographic components influenced the faculty job satisfaction and the demographic factors such as age, gender and public vs. private settings have significant impact on job satisfaction. Ilacqua, Schumacher, and Li (1995) further explored in his research that males of private organizations were higher on their job satisfaction when compared with their female colleagues. The findings are also compatible with the study conducted by Khuwaja., Qureshi, and Khuwaja (2002) who explored that majority of doctors in public settings have less satisfaction towards their jobs.

The following literature supports the findings of the present research that employees of public and private organizations have the different choices for the different components of job satisfaction. Results indicated that employees of public organizations are more satisfied with identification, recognition, policies, rules, procedures and colleagues while the employees in private organizations are satisfied with pay, supervisor support, extra benefits, work characteristics and interaction in their organization. No significant differences were found for the component of promotion, which implies that equally, preferred by both public and private organizations.

In private organizations job satisfaction is basically the result of work characteristics and the supervisor support. In terms of work, there are aspects such as fairness in salary (pay) feelings of achievement, a sense of independent thought and challenge, autonomy, feedback on quality of performance and completion, security, and prestige which contribute to job satisfaction (Neumann, 1988). In terms of people,

satisfaction in public sectors may be brought about by getting to know others (coworkers), taking part in decision-making (operating conditions), forming friendships, helping others, and recognition (contingent rewards).

Limitations and Suggestions

As the overall results of the current study were favorable, it is essential to admit its limitations. As all the findings are based on the information collected from a convenient sample from Multan, which is not large enough to exemplify the whole population of this kind, the findings therefore can not be generalized specially to the employees of other cities that may have totally different social background. The study invites the other researchers to study the issue of job satisfaction with a larger sample in other settings, exploring some more variables which could be associated with job satisfaction e.g. experience level, age, rural vs. urban, and socio economic class.

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