

Impact Of Gender on Job Satisfaction and Organizational Commitment In Manufacturing Sector

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Abstract: These days, in the field of research, specially, job satisfaction has developed as one of the most preferred and doable topics. The business institutions are more concern over the effect on the performance of the organizations. Job satisfaction is connected to the effective response to the working environment and organizational commitment is considered as more consistent and continuing attitudes of employees. Many studies have found that job satisfaction and organizational commitment play vital role in the growth and development of an organization. Any organization is not be able to attain the competitive level of excellence, from the product point of view or from the customer point of view, without taking into consideration the satisfaction level of its employees. In this study, effect of gender on both the attitudes of a person – job satisfaction and organizational commitment has been investigated. The responses of employees from manufacturing sectors have been collected and analysed to get the result. It revealed that men and women have similar level of job satisfaction and organizational commitment.

Key words: Job satisfaction, Organizational commitment, Employees, Gender, Manufacturing sector

1. INTRODUCTION

Several characteristics, initiating inside from in the engaging organisation, effect employee 'behaviour individually relating to work and obligation in a business environment. (Herzberg, 1966). Generally, employees having distinct frame of mind, their level of job satisfaction and degree organisational commitment may be associated. Employees job satisfaction is connected to the effective reaction to the instantaneous work atmosphere, whereas organisational promise. is considered as more constant and long-lasting. (Norris and Niebuhr, 1983).

These days, in the field of research, specially, job satisfaction has developed as one of the most preferred and doable topics. The corporate establishments are more concern over the effect on the achievement of the organizations. In a study, 5000 and more research works on job satisfaction have been written and published (Cranny et al., 1992). This is because, employee satisfaction has developed as the key corporate objectives in recent decades. Any organization is not be able to attain the competitive level of excellence, from the product point of view or from the customer point of view, without taking into consideration the satisfaction level of its employees (Stewart, 1996). On the other side, inspired and dedicated employees can be considered as one of the significant factors of success of an organisation. (Smith, 1992) specified that job satisfaction may cause cost saving by dipping absences, employees turnover and error in task. Both management thinkers and consultants are very much concerned with approaches for raising level of job satisfaction since superior job satisfaction level is associated to a better quality of life also, a better well-being. Consequently, it causes undoubtedly better performance and productivity (Cranny et al., 1992). As work is a significant characteristic of people's survival and maximum people devote a huge portion of their occupied lives at work. Therefore, job satisfaction seems to be critical to enhance performance and productivity of an employee.

Furthermore, there are numerous concepts regarding the causal association between purposes, behaviour and performance. For instance, job satisfaction may be considered as an outcome of the behavioural cycle of an individual or a group. (Falkenburg and Schyns, 2007) said that it can be considered as the effect of behaviour or system of regulations in which the appraisal of outcomes causes to conclusions concerning changes are required or not. Some classifications include a distinguished method where job satisfaction is understood as comprising of contentment with diverse characteristics of the occupation and the condition of working environment. Under this method, job satisfaction, usually, is evaluated by adding all the described satisfactions for several unlike characteristics of the work environment. This method of valuation provides a true image of overall job satisfaction of the employees (Falkenburg and Schyns, 2007). Organisational commitment plays an important role in attracting and retaining a pool of well-qualified and talented human resources of an organization. Since organizational performance plays a critical role in the goal attainment, bringing novelty and firmness of an organisation, it has gained vital importance in the discourse of management. It increases belief among owners, managers, employees and other related stakeholders of any organisation. Therefore, it nurtures improved superior-subordinate associations and advances organisational environment.

Robust and more universal organizational commitment may boost organisational expansion, progress and survival (Awamleh, 1996). As a result, organisational commitment has become most relevant in an organization worldwide. In the study of (Joolideh and Yeshodhara, 2009), it has absorbed to a substantial growth in the progress of public strategies and plans intended at resolving problems and several experimental research work on the same as well.

During several decades, the cumulative attention in the disagreement on the characterization of organisational commitment. (Falkenburg and Schyns, 2007) mentioned that various definitions regarding organisational obligation, in the past, have been pronounced and explored. A few of these focus on dissimilar views on organisational commitment. Though, (Meyer and Allen, 1991) suggest that commitment contains a tri-dimensional view, viz., emotional, prescriptive and continuation of promise. They define affective organisational promise as the relative forte of a person and promise to an organisation. A different study of (Cohen, 1992) stated that due to the negative associations of commitment with absenteeism and employees' turnover, the idea of "organisational commitment" has attracted growing attention. A superior organizational commitment has been associated to a lower of absenteeism and improved job performance also. Due to its relations to these significant results, organisational commitment has developed as one of the most systematically studied areas in the academic and organisational writing works (Sikorska, 2005). A very frequently quoted explanation of organisational commitment is propounded by (Mowday et al. (1982). They prescribed the organizational commitment as a qualified forte of an entity's credentials and participation in a certain organisation.

2. Review of Literature

2.1. Gender Variances in Job Satisfaction

Researchers are putting efforts to define and describing job satisfaction since many decades and as a result, it seems that there is high degree of agreement on the concept of job satisfaction. Classically, job satisfaction is hypothesized as an overall attitude of a person toward a job and the environment (Okpara, 2004). There is, hardly, variations to the general construct of job satisfaction. (Wanous and Lawler, 1972), in their study, deliberated these variations in detailed. So, job satisfaction denotes an individual's productive emotional reaction to a specific job. It is a sentimental reaction to an occupation that is the conclusions of the person's assessment of actual outcomes which are anticipated, expected or deserved. Though, in the study of (Oshagbemi, 2000), it is observed that the outcomes of the various research work regarding the association of gender with job satisfaction a person have differences in views.

A usual description regarding the dissimilar degree of job satisfaction, occasionally, stated for male and female is that both have dissimilar anticipation with regard to a job (Campbell et al., 1976). (Kuhlen, 1963) reveals that the men have main importance of their career and this is why they engage themselves in any job but women do not have the same importance. This study has advised that there is a qualitative difference in the criteria of assessment of work between men and women. Job satisfaction may be understood to be an emotive reaction coming from comparison of recompenses and morals of the same job. The bigger the perceived equivalence of recompenses and morals, the level of job satisfaction is greater, but the larger the apparent incongruity, the job satisfaction is the lesser. Also, in their study, (Centres and Bugental, 1966), further, described additional dissimilarities. Their study work proposed that social factors are preferred by women more of a job than men. While, the men preferred the opportunity for self-expression in a job. (Schuler, 1975) revealed in his study that the females preferred the chances to work with pleasing staffs more than males, while males were observed giving more importance in bagging the opportunities to inspire and influence significant decisions. The similar differences on the gender point of view have been reported by many other authors. Like, (Oshagbemi, 2000) stated that contradictions have arisen in many results regarding the association of job satisfaction with gender because of various influences. In the same organization, males and females differ not only in job positions, elevations scenarios, salary and so on, but they may vary in the degree to which the same work contents their desires. A job satisfying high degree of social satisfaction but utilizing low level of skill may give more job satisfaction for the women than for the men, while, low on use of talent and profession opportunities can cause a greater job satisfaction to women than to men, while in job having slight possibility for societal dealings, the variances in gratification might be opposite in direction. Taking into consideration the other factors in this study, it suggested that evidence of gender straight way influencing on job satisfaction on the basis of gender is very little.

There is no convincing cause to trust that given equal edification, service and development chances, and an equal opportunity to tackle challenges, females would be any less than males in their job satisfaction. Outcome of another research work backs the proposition that job satisfaction and sexual is unconnected if the impacts of other factors are being constant. In some other study (Al-Ajmi, 2006) was of the view that on the basis of gender there was no significant difference between the level of job satisfaction, means male and female have same level of job satisfaction. Gender difference did not appear among the employees in a survey conducted by (Linz, 2003) in Russia. However, differences are evident on the basis of generation i.e., older workers and younger workers. Aged workers were found having greater degree of job satisfaction than younger ones. Though, taking into consideration the above discussion the following hypothesis is proposed:

H₀₁: There is no significant difference of level of job satisfaction between the men and women.

2.2. Gender Variances in Organisational Commitment

Many writers have reported differently the impact of gender on organisational commitment in their empirical studies. A set of such study of Kaldenberg et al., 1995; Baird et al., 1998; emphasised that men have greater organizational commitment. Though, few of these studies indicate the bivariate results when other controlling factors are taken into consideration and (Arana et al., 1986; Dodd-McCue and Wright, 1996). Still, there are research studies confirming greater level of organisational commitment by males, even after taking into consideration the other job-related controlling factors (Kaldenberg et al., 1995). Whereas some other studies with a meta-analysis by (Matthieu and Zajec, 1990) are of the view that women showed a greater level of organizational commitment. Gender and commitment were found not related in a meta-analysis by (Aven, Parker and McEvoy, 1993). Also, it has been emphasised that males and females experienced similar levels of commitment on organizations (Marsden et al., 1993).

Additionally, (Savicki, Cooly and Gjesvold, 2003) established, in their investigation, that males and females did not vary on organisational obligation. Also, in his study (Al-Ajmi (2006) emphasised as no substantial connection of organisational promise with gender. He resolved, males and females have the similar degree of institutional promise. To conclude, (Ngo and Tsang, 1998) in his investigation of 772 business managers from organizations from all sectors in Hong Kong, have found that gender has no effect on organisational commitment. Thus, in the light of the literature evidences following proposition can be made:

H₀₂: There is no significant mean difference of level of organisational commitment between men and women.

3. METHODOLOGY

A random sample of employees from manufacturing sectors from Neemrana and Bawal industrial areas was taken. The data was collected through questionnaire and schedules as well. Total 48 questionnaires were received out of 60 distributed and 96 schedules were completed by the data collector. Total 144 responses were finalized with no incomplete questionnaire. In this study Hackman & Oldham's Job Satisfaction Characteristics Model was adopted. A five-point Likert-scale was adopted starting from 1 to 5 for strongly dissatisfied to strongly satisfied. For Organisational commitment also a five-point Likert-scale was adopted starting from 1 for strongly disagreed to 5 for strongly agreed. For analysing the demographic information frequency tables are drafted. To analyse the relationship between the gender and job satisfaction and gender and organizational commitment, regression analysis was applied.

4. DATA ANALYSIS AND INTERPRETATION

Table-1: Demographic Information			
Gender			
Gender		Frequency	Percent
			Cumulative Percent
Valid	Male	109	75.7
	Female	35	24.3
	Total	144	100.0
Age			
(In years)		Frequency	Percent
			Cumulative Percent
Valid	18-30	9	6.3
	30-40	40	27.8
	40-50	47	32.6
	50 and above	48	33.3
	Total	144	100.0
Job Experience			
(In years)		Frequency	Percent
			Cumulative Percent
Valid	Below 5	16	11.1
	5-10	55	38.2
	10-15	55	38.2
	15 and above	18	12.5
	Total	144	100.0
Job designation			

Category		Frequency	Percent	Cumulative Percent
Valid	Mangers	18	12.5	12.5
	Subordinates	82	56.9	69.4
	Workers	44	30.6	100.0
	Total	144	100.0	

Table-1 indicates the various demographic information of respondents about gender, age, job experience and job description. It shows that 75.7 percent of the respondent are male and 24.3 percent are female. Age wise 6.3 percent belongs to the age group of 18-30 years, 27.8 percent belongs to 30-40, 32.6 percent belongs to 40-50 and 33.3 percent are of 50 years and more. Experience point of view 11.1 percent have an average of below 5 years of work experience, 38.2 percent have 5-10 years of experience, again 38.2percent have 10-15 years of experience and 12.5 percent have 15 years or more work experience. Out of 144 respondents, 12.5 percent are in the category of managers, 56.9 percent are subordinate employees and 30.6 percent are of workers or fourth grade employees.

Table-2: Descriptive Statistics of Dependant Variables

		Job satisfaction	Organizational Commitment
N	Valid	144	144
	Missing	0	0
Mean		3.87	3.27
Median		4.00	3.00
Mode		4	3
Std. Deviation		.813	.650

Table-2 shows the descriptive statistics of the dependant variables: job satisfaction and organizational commitment. The mean, median and mode of job satisfaction are approx. 4, which indicates that the respondents are satisfied with the job they are involved in. The standard deviation is 0.813, means the coefficient of variance is 0.21, which is the indicator of low degree of variability and a high degree of consistency in the level of job satisfaction of the respondents. Descriptive statistics of organizational commitment are 3 or more. Means the respondents are either neutral or tents to be agreed on organization commitment. The standard deviation is 0.650. Therefore, the coefficient of variance is 0.199. this also indicates a very low degree of variability.

Table-3: Regression Analysis Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.068 ^a	.005	-.002	.814

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.432	1	.432	.652	.421 ^b
	Residual	94.061	142	.662		
	Total	94.493	143			

a. Dependent Variable: JobSatisfaction

b. Predictors: (Constant), Gender

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.027	.208		19.366	.000
	Gender	-.128	.158	-.068	-.807	.421

Table-3 shows the regression analysis taking job satisfaction as dependent variable and gender as predictor. This table is three parts: model summary, ANOVA, and coefficients. R square is 0.005 i.e., 0.5% which is near to zero. It means the predictor is not be able to explain the response (dependent) variable. The significance levels in ANOVA and coefficients are 0.421 i.e., 42% which is more than 0.05. And also, the standardized beta coefficient is -0.068. These all the indicators are the evidence for accepting the null hypothesis which says

“there is no significant difference of level of job satisfaction between the men and women”. Hence, on the basis of gender there is no difference of level of job satisfaction between men and women.

**Table-4: Regression Analysis
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.013 ^a	.000	-.007	.652

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.010	1	.010	.024	.877 ^b
	Residual	60.427	142	.426		
	Total	60.437	143			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Gender

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.246	.167		19.479	.000
	Gender	.020	.127	.013	.155	.877

Table-4 also shows the regression analysis where dependent variable is organizational commitment and predictor is gender again. The model summary shows R square value is 0.000. Means the response variable organizational commitment cannot be explained by the predictor (gender) at all. The significance level is 0.877, which is very larger than 0.05. Also, the standardized beta coefficient is 0.013. These all are quiet sufficient evidence to accept the null hypothesis, which says “There is no significant mean difference of level of organisational commitment between men and women”. Hence, there is no difference of organizational commitment of employees on the basis of gender.

5. CONCLUSION

The results of the study showed that in manufacturing sector the gender ratio (male: female) is 3:1. There is no difference of level of job satisfaction between men and women. Means male and female employees have equal level of job satisfaction if, they come in the same level of designation. Also, there is no difference in the degree of organizational commitment on the basis of gender i.e., men and women have similar sense of organizational commitment. Hence, in a manufacturing sector job satisfaction and organizational commitment of men and women are of similar level.

6. LIMITATIONS OF THE STUDY

The work is focused on studying the impact of gender on job satisfaction and organizational commitment. Though, factors effecting job satisfaction and organizational commitment of employees are numerous. But in this study only one factor i.e., gender has been considered. Also, other non-demographic factors have not been taken into consideration.

7. SCOPE FOR FURTHER STUDY

Effect of other demographic factors on job satisfaction and organizational commitment can be studies as a sequel of this study. Also, other non-demographic factors can be investigated.

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