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## DIFFERENCES IN JOB SATISFACTION BETWEEN MEN AND WOMEN

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### **ABSTRACT:**

*The primary objective of the investigational study that is currently underway is to determine whether or not male and female workers report distinct levels of happiness at work. For the purpose of this investigation, an employee sample was collected from organisations based in urban areas, and it included a total of sixty male and sixty female workers. The application of Kanungo's job satisfaction questionnaire allowed for the measurement of the levels of job satisfaction among the respondent employees. Whereas the analysis of the responses that were generated was performed using means, standard deviations, and t-tests. The analysis of the data showed that there was not a significant difference between the levels of job satisfaction reported by male and female employees. In terms of age, male and female workers in lower age groups as well as higher age groups did not show any variation in their levels of job satisfaction. This was also the trend among workers in lower as well as higher tenure groups.*

**Keywords:** Job satisfaction, higher and lower levels of education, and longer and shorter periods of employment all correlate.

### **INTRODUCTION:**

It is commonly accepted in the Indian context that males and females exhibit distinct mentalities and behavioural phenomena in their daily lives. Men and women are raised differently beginning in childhood and continuing into adulthood for a variety of reasons. They carry out a variety of tasks or jobs in a variety of different ways. The general observation is in every way accurate with regard to specific categories of works only. When it comes to the realm of organisational work, this refers to jobs in which it is not necessary to differentiate between male and female employees. On the other hand, it is a truth universally acknowledged that women make for better employees than men and are happier in their jobs as a result of their labour. Weaver (1977)

found that factors such as remuneration, race, status, occupational esteem, supervisory role, and freedom in work, all of which were independent of gender differences, all played a role in an employee's level of job satisfaction. However, in the context of India, there are certain factors that act as ceilings from an organisational perspective. Even if women had been willing to work, the social obligations may not have permitted them to work in certain capacities. On the other hand, the gender gap in Indian society is the result of a complex interplay of a number of different factors.

### **REVIEW OF LITERATURE:**

Sangmook Kim (2005) found that female employees were more satisfied with their jobs than male employees were in a survey of 5,128 people working for the Seoul Metropolitan Government. Gender identity was found to be the best predictor of job satisfaction among the factors that make up each group. Furthermore, women had a greater chance of winning prizes with inherent value, while men had a greater chance of winning prizes with greater monetary value. Women physicians in the interior of western China report higher levels of job quality and job satisfaction than their male counterparts, according to research by Yang Miao et al. (2017). This discovery clarifies why women report greater job satisfaction than men. Aguilar and Vlosky (2010) compared male and female augmentation workers in the US with regards to their levels of job satisfaction. This study's findings showed that greater job satisfaction contributed to the development of both employees and the work experience as a whole, with little to no difference between the sexes. Nonetheless, when considering the factors of control, autonomy, influence, challenge, performance, feedback, instrumentality, stability, and security, and feedback on performance and challenge, differences in sexual orientation become apparent. When it comes to determining how satisfied they are with their jobs, women place a greater value on having a secure job and career. Despite this, women's job satisfaction was less strongly influenced by feedback and instrumentality than that of men. Despite women generally reporting higher levels of job satisfaction, this was the case.

Aparna (2016) looked into whether or not there were distinctions in how men and women rated various aspects of their jobs. Past studies have shown that the factors that affect job satisfaction vary by sexual orientation. It's because men and women have different needs in the workplace. These studies suggest that men and women alike are equally likely to find meaning in their work through serendipitous experiences. The study's overarching goal is to shed light on the complex interplay between gender preferences, the freedom employees are given on the job, and the equity with which opportunities are distributed, all of which contribute to the varying degrees of job satisfaction attained by representatives working in the pharmaceutical industry.

Suresh Krishna (2015) studied the effects of gender on job satisfaction among different groups of employees in private schools. Finding out how much difference there actually was between the sexes was the primary motivation for the research. According to research conducted by Zou

(2019), the observed sex contrast in job satisfaction is due to the different career paths taken by different people.

In this investigation, we use information from the 2006 Skills Survey to find out three very significant things. Primary finding indicates that women, whether working full-time or in a low maintenance capacity, report fundamentally higher levels of job satisfaction than men. Aside from that, one's work trajectories are inextricably linked to one's, and there are fundamental differences in the connections between job satisfaction and gender, full-time employment, and low maintenance work. Samita Samaiya's (2015) research aimed to compare employees' levels of job satisfaction in open and private part associations, two types of business networks with distinct characteristics. A total of two hundred and forty employees from both the public and private sectors were used as a representative sample for this study. Personnel had at least a high school diploma at the bare minimum. The test was modelled after an evaluation of the center's administrative staff.

Data from three standardised self-report inventories were collected using the coincidental inspecting strategy: Employee Opinion Survey Form (ESQ). The results showed that there were essentially no differences in the levels of employee satisfaction experienced by representatives of open and private divisions. It was not possible to determine if age or gender played a role in the level of satisfaction experienced by workers because there were no significant differences between employees in open and private areas along age or sex lines. This study by Renuka Devi and Rajasekhar (2015) aims to analyse the differences in life and work satisfaction between the sexes at a major warm force station. There are 57 workers in the example, including both men and women. Method scores, standard deviations, and mean contrasts were all used in the analysis. According to the data, males and females report identical levels of happiness in their careers and personal lives. The primary focus of Sanjitha and Mishra's (2015) study was to ascertain the level of job satisfaction among State Bank of India employees. In this study, 89 female employees participated as respondents and were inspected using a predetermined random inspection strategy. The survey was compiled with the help of the Job Satisfaction Survey (JSS), which was conducted under strict guidelines. The JSS evaluates candidates based on their performance across nine criteria, including nature of work, supervision, contingent prizes, promotion, co-specialist, operating strategies, advantages, and correspondence. According to the data, male workers were more satisfied with their lives in the event of an administrative gathering, while female workers were more satisfied with their lives in the event of an official gathering. Job satisfaction among male and female college library experts differs significantly, according to research by Marasinghe and Wijayaratne (2018), and this difference is attributable solely to the gender gap in "oversight".

Male and female college library specialists report similar levels of job satisfaction. Regardless, one of the most effective ways to boost satisfaction is to treat men and women equally.

This cross-sectional study aims to profile the prevalence of various characteristics of occupations. Priyanka and Raychaudhuri (2016) found that female specialists are generally thought to be more satisfied with their work than their male counterparts. The same conclusion could be drawn if an emotional experience of prosperity and high levels of joy were to occur. It has been found that men and women differ greatly in their subjective experiences of success, happiness, and job satisfaction. In this case, the link between job fulfilment and non-material well-being was not strong enough to be used as an indicator of prosperity. However, for the chosen battery of tests, a statistically significant correlation between job satisfaction and subjective well-being was discovered. A study into the extent to which men and women experience different levels of job satisfaction is going to be conducted in light of the perspectives presented here. Age is just one of many factors that can lead to a loss of muscle power and endurance.

When someone has worked somewhere for a long time, it shows they are competent in their role. In most cases, mental and physical labour are present in organisational work, though to a very small degree. Furthermore, one shouldn't expect a decline in efficiency or contentment on the job as one ages.

However, men and women's increasing participation in activities related to their homes, neighborhoods, and cultures will lead to a decrease in their involvement in those associated with their workplaces. As a result, it's possible that the required workload will be lowered, which could lead to dissatisfaction on the job.

Choose 250 people from the pool of workers. In this example, there were a total of 99 secretaries and 151 administrators. A total of 161 male and 89 female workers filled out the survey. The survey was compiled with the help of the Job Satisfaction Survey (JSS), which was conducted under strict guidelines. The JSS takes into account the following nine factors when determining a candidate's standing: job responsibility, supervisor, incentive, advancement, co-specialization, operational approach, benefit, and correspondence. According to the data, male workers were more satisfied with their lives in the event of an administrative gathering, while female workers were more satisfied with their lives in the event of an official gathering. Job satisfaction among male and female college library experts differs significantly, according to research by Marasinghe and Wijyaratne (2018), and this difference is attributable solely to the gender gap in "oversight". Male and female college library specialists report similar levels of job satisfaction. Regardless, one of the most effective ways to boost satisfaction is to treat men and women equally. This cross-sectional study aims to profile the prevalence of various characteristics of occupations. Priyanka and Raychaudhuri (2016) found that female specialists are generally thought to be more satisfied with their work than their male counterparts. The same conclusion could be drawn if an emotional experience of prosperity and high levels of joy were to occur. It has been found that men

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A study into the extent to which men and women experience different levels of job satisfaction is going to be conducted in light of the perspectives presented here. Age is just one of many factors that can lead to a loss of muscle power and endurance. When someone has worked somewhere for a long time, it shows they are competent in their role. In most cases, mental and physical labour are present in organisational work, though to a very small degree. Furthermore, one shouldn't expect a decline in efficiency or contentment on the job as one ages. However, men and women's increasing participation in activities related to their homes, neighborhoods, and cultures will lead to a decrease in their involvement in those associated with their workplaces. As a result, it's possible that the required workload will be lowered, which could lead to dissatisfaction on the job. The following are the hypotheses that have been formulated for the investigation:

1. The degree to which male and female workers are satisfied with their jobs would differ significantly depending on the gender of the worker.
2. There are going to be significant differences between the levels of job satisfaction experienced by men and women in both the older and younger age groups.
3. There will be significant differences between the levels of job satisfaction experienced by men and women in both the longer and shorter tenure groups.

**METHOD:**

The sample consisted of a total of 120 individuals, including 60 men and 60 women who were employed in service organisations. The educational levels of the employees in the sample ranged from high school diplomas to bachelor's degrees in arts, sciences, or business.

**Table.1 exhibit means and SDs scores of men and women regarding age and tenure.**

	MENS		WOMANS	
	Mean	S.D.	Mean	S.D.
<b>Age</b>	73.18	4.62	75.26	3.91
<b>Tenure</b>	12.23	5.29	10.92	3.36

The mean ages of the men and women are 38.73 years (with a standard deviation of 4.32 years) and 32.14 years (with a standard deviation of 3.19 years), respectively. The mean job tenure of the men and women is 12.23 years (with a standard deviation of 5.29 years) and 10.92 years (with a standard deviation of 3.26 years).

**Instruments applied:**

The job satisfaction of selected subjects is evaluated using Kanungo's questionnaire on the subject's job satisfaction. According to Misra, Kanungo, Rosenstiel, and Stuhler (1983), the reliability (also known as internal consistency) of the scale is 0.88. A 6-point scale was used for the scale that contained 16 different statements (Extremely satisfied to. Extremely dissatisfied). In this game, the highest possible score is 96, and the lowest possible score is 16. Scores that were higher than average indicated greater levels of job satisfaction, and vice versa.

**Procedure:**

Individual meetings with the subjects were set up at their places of employment, and the questionnaire was presented to them in the subject's native language. The completed questionnaire was collected after there had been some downtime for an hour. In certain instances, the responses were gathered the following day.

**Result:**

**Table.2 shows the mean, standard deviation, and mean difference between men and women for job satisfaction.**

Job fulfilment	MENS		WOMANS	
	Mean	S.D.	Mean	S.D.
	73.18	4.62	75.26	3.91
t	1.76@			

@ = no significance

According to the table that was just presented, the differences in mean scores, standard deviations, and mean differences between men and women are 73.18 with an SD of 4.62 and 75.26 with an SD of 3.91 respectively. According to the mean scores of the male and female respondents, the employees who are women score higher than the employees who are male. It is statistically insignificant that there is a difference of 1.76 in the mean between the employees who are men and women. What this indicates is that there is no discernible gender gap in the levels of job satisfaction experienced by male and female workers. The first hypothesis, which stated that "there would be significant variations between male and female employees in terms of job satisfaction," cannot be supported as a result of the findings.

**Discussion:**

There is gender difference, but other than that, male and female members of society have the same rights and responsibilities. Although the law does not discriminate between men and women in the workplace, in our experience, this does not reflect the reality of the situation. Regarding women, there is also the presence of social restrictions. The cultural aspects, including the social ceiling factors, also imposed restrictions. Rapid changes were taking place as a result of the influence of

education, job opportunities, and involvement in social occasions, communication system, legal measures and provisions, etc. These factors all contributed to the significant influence that these factors had on attitudes, opinions, cultural dimensions, and other factors. Women have, on the whole, demonstrated their ability to actively involve themselves in and successfully lead a wide variety of responsibilities within an organisational context, despite the gender differences that exist in this context. The way that women think needs to be drastically altered as a result of these influences. They are able to put in a lot of effort and successfully lead a variety of different types of work. The first hypothesis, which stated that "There would be significant differences between men and women in their job satisfaction," cannot be supported in light of the findings.

**Result:**

Table.3 presents the means, standard deviations, and mean differences in terms of job satisfaction between male and female employees in lower age groups (below the age of 30 years) and lower age groups overall. The younger the employee, the more satisfied they were with their job (below the age of 30 yrs.).

Employment length	MENS		WOMANS		t
	Mean	S.D.	Mean	S.D.	
A work tenure of less than 15 years	71.78	5.62	73.43	6.38	1.82@
A work tenure of higher than 15 years	73.51	4.64	75.72	4.02	1.69@

@= no significance

The mean level of job satisfaction among individuals in lower age groups for men is 71.78, while the mean level of job satisfaction among individuals in the same age range for women is 73.43, with a standard deviation of 6.38. Despite this, the women reported significantly higher levels of happiness in their jobs than the men. Because the difference in mean variation between the male and female respondents is only 1.82, this finding demonstrates a lower level of statistical significance. The scores of means, standard deviations, and mean differences in regard to job satisfaction between male and female employees in higher age groups (higher than the 30 years) and higher age groups (higher than the 30 years) are presented here. The mean level of job satisfaction for men is 73.51, and the standard deviation for men is 4.64, while the mean level of job satisfaction for women is 75.72, and the standard deviation for women is 4.02. Despite this, women reported higher levels of overall job satisfaction than men. There is less of a statistically significant difference between the

men and women in terms of the mean difference, which is 1.69. It indicates that the second hypothesis, which stated that "there would be significant variations between male and female in job satisfaction in both age groups viz. higher and lower," cannot be accepted because of this evidence.

**Discussion:**

When they are younger and when they are older, men are relatively freer from the obligations of their families and their communities. They are not quite mature enough to participate and represent the family in social gatherings at such a young age, which makes it impossible for them to do so. When they were older, they wanted to teach the younger generation how to fill their roles as leaders and take charge of the situation. As a consequence of this, older people, who are no longer bound by the social obligations of their younger selves, would focus more of their attention on their jobs. The result of this would be that older workers would report higher levels of job satisfaction than younger workers. When it comes to the amount of work that needs to be done, women are granted more leeway in the workplace, regardless of whether or not it's office work. Within the organisations, they receive wages that are slightly below those of the men. In the context of India, there are a few factors that act as a ceiling and prevent women from participating in activities related to their jobs, etc. Because of the physically, socially, and culturally demanding nature of many jobs, female workers are unable to participate more fully in their work and are unable to perform their jobs as effectively as they age. This would result in less involvement in the job, which would lead to a decrease in overall jobsatisfaction. In order to verify these men and women, they were first separated into older age groups (those with ages greater than 30 years) and younger age groups (those with ages less than 30 years). The means, standard deviations, and mean difference for the two groups are presented in Table.3. It's important to note that male and female respondents in older age groups report higher levels of jobsatisfaction compared to respondents in younger age groups, and this is a trend that holds true across all age groups. According to the findings, job satisfaction is significantly higher among respondents in older age groups, regardless of gender, in comparison to respondents in younger age groups. Therefore, neither male nor female respondents are treated differently based on their ages, and this applies to both sets of respondents.

**Result:**

Table.4 displays variations in mean and standard deviation scores between male and female respondents working in lower job tenure categories (below 15 years) and lower job tenure categories (above 15yrs).

Employment length	MENS		WOMANS		t
	Mean	S.D.	Mean	S.D.	
A work tenure of less than 15	69.42	3.57	71.19	3.72	1.23@



years					
<b>A work tenure of higher than 15 years</b>	72.31	5.26	74.30	4.12	1.74@

@= no significance

In this regard, the mean level of job satisfaction for men is 69.42, with a standard deviation of 3.57, while the mean level of job satisfaction for women is 71.19, with a standard deviation of 3.72 respectively. Despite the fact that women reported higher levels of job satisfaction than men, the gap between the two sexes was only 1.23, meaning that the difference had less of an impact on the statistical analysis. The scores of means, standard deviation, and mean differ between male and female workers with higher job tenures (greater than 15 years). According to this viewpoint, the mean level of job satisfaction for men is 72.31, with a standard deviation of 5.26, while the mean level of job satisfaction for women is 74.30, with a standard deviation of 4.12. Despite the fact that female respondents had higher levels of job satisfaction, the difference in scores between male and female employees was only 1.74, which had less statistical significance. It means that there is less variation in levels of job satisfaction at lower job tenure levels and higher job tenure levels. As a result, the third hypothesis, which stated that "There would be significant variations between male and female in job satisfaction in both tenure groups viz. higher and lower," is rejected for this reason.

#### **DISCUSSION:**

Job satisfaction is significantly high among male and female workers who have held their positions for a longer period of time. However, job satisfaction is significantly higher among female workers than it is among their male counterparts, despite the fact that this difference is not statistically significant with men who have held longer positions. The same or a comparable view is observed between male and female workers who have had their jobs for a shorter period of time. One possible explanation for the high levels of job satisfaction reported by both male and female workers in groups with longer durations of employment is that these workers may have been trusted with more responsibility for the management of their families' and communities' commitments during their employment. This would have released them from the obligations, and now that they have more time as well as leisure, they are able to engage in activities that are related to their job in a more comprehensive manner. The third hypothesis, which stated that "the differences between higher and lower job tenure groups would be significant for both men and women in their job satisfaction," was rejected for this reason.

#### **CONCLUSION:**

1. There is no statistically significant difference between men's and women's levels of job satisfaction.

2. Neither younger nor older workers report being more satisfied with their jobs than their counterparts who are male or female.
3. Both low- and high-tenure groups of men and women show similar levels of satisfaction with their jobs.

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