

**A Comparative Study of Women Employees on Job Satisfaction: Reflections from Banks and FMCG Companies**

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**Abstract**

*The work attitude of job satisfaction is explored in the present study as it affects the work life of an individual employee as well as by and large well being of an organization. Female employees working in banks and Fast Moving Consumer Goods (FMCG) sector were taken up for the study of their job satisfaction levels on a comparative basis which included the analysis of various independent variables as well as myriad factors of job satisfaction. The studies also intended to research on the choices the employees make for various factors of job satisfaction to be deriving pleasure from their jobs. Raw data of 133 sampled employees was collected through a questionnaire which included Job Satisfaction Inventory (JSI) and it was analyzed through statistical tests and instruments like Cronbach's Alpha, Pearson correlations (bivariate), means, standard deviation and percentages, to arrive at the findings and to test various hypotheses stated. Key findings which emerged from the study were that there was no significant difference between the female employees of both the sector for job satisfaction, while income was negatively correlated with job satisfaction. Age and work experience also gave very revealing findings for association between different job satisfaction factors and overall job satisfaction. The study also determined the ranking of these factors for the employees. The study lastly spelled out areas of future researches to be explored through its recommendations.*

**1. Introduction and Review of Literature**

Job satisfaction among employees is one work attitude which is highly priced by managers, especially as it is among other factors linked to the productivity of the workers. Since the productivity is aimed to be increased, it is imperative to understand that job satisfaction has a positive bearing on it. As put by Egemeier (2011), the employee performance can be accessed through the cost of work performed by him and here employee job satisfaction highly influences it. It is a widely accepted fact that besides effective leadership, employee job satisfaction is another aspect that is required and is very important for the success of any organization (Kennerly, 1989). It is aptly put by Mosadegh Rad and Yarmohammadian (2006) who have viewed employee job satisfaction as an attitude which the employees have towards their jobs and the organization, which employs them. Success of organizations highly depends on its workforce. Further it is concluded that if the satisfaction of the employee is at the advanced level and they are happy they would be more productive and profitable for the organization (Saari & Judge, 2004).

Now the question arises how the employee job satisfaction can be taken care of by the managers. There are various ways in which job satisfaction can be enhanced for the workers working in any organization. Employee participation in management coupled with profit sharing programmes can be one way to achieve this aim; another can be seeking contribution from the employees for developing mission statement, making policies and procedures in the organizations and also having their say in determining the perks (Blinder, 1990). Employee participation is also endorsed by Pfeffer (1994) to have a positive effect on employee productivity and job satisfaction. Studies like that of Mohammad, Al-Zeaud, and Batayneh (2011) has concluded that there was a statistically positive relationship between various dimensions of transformational leadership and job satisfaction. This finding was further supported by the research conducted in an Ethiopian study done in the leather companies, where a positive association was found between transformational leadership and subordinate job satisfaction (Shibru & Darshan, 2011).

Suri and Verma (2005) have discussed various seminal factors for determining job satisfaction like nature of job, nature of supervision, working condition, opportunity of promotion, workgroup, employee morale and reward system. It has been noted and conformed by authors (Felfe, Tartler & Liepmann, 2004) that subordinates or in other terms the followers of a business leader are expected higher performance, extra effort and higher level of satisfaction from their leaders. Thus it can be noted here

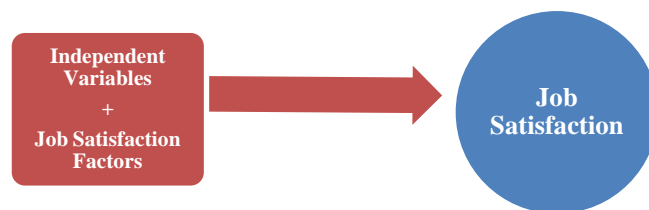
that performance, extra efforts/efficiency are not only the criteria of a good working environment, but they go hand in hand with satisfaction with the job.

Another question which crops up is whether the level of satisfaction for any specific factor of job satisfaction is same for government and private organizations or not. Studies taking up both the private as well as public sector organizations like that of Sharma & Bajpai (2011) have revealed that both these types of organizations attach equal value to salary as one of the very important factor of job satisfaction as a means to job satisfaction. Therefore keeping in view the available literature on job satisfaction, the next section presents the research objectives of the present paper.

## 2. Research Objectives

- i. To comparatively analyze the job satisfaction levels of female employees working in Delhi NCR banks and FMCG companies.
- ii. To understand the association among income, age, work experience and job satisfaction for the female employees working in banks and FMCG companies.
- iii. To understand the association between various factors of job satisfaction and overall job satisfaction.
- iv. To understand the ranking of choices which the female employees have for the factors which they want to be satisfied in their jobs.

## 3. Conceptual Framework



**Figure 1: Conceptual Framework**

The basic premise of the present study was that independent variables like income, age, work experience and various job satisfaction factors like financial factors, working condition, supervision, geographic location, advancement opportunity, organizational prestige would affect the overall job satisfaction of the sampled employees. As the literature on job satisfaction suggests, all the factors discussed above do play an important role as far as affecting the job satisfaction of the employees is concerned, this is what is prepositioned and found in the present study.

## 4. Statement of Hypotheses

Null Hypothesis ( $H_0$ ). There is no significant difference between female employees working in banks and those working in FMCG companies vis-à-vis job satisfaction.

Null Hypothesis ( $H_0$ ). There is no significant relationship between income earned and job satisfaction among the employees.

Null Hypothesis ( $H_0$ ). There is no significant relationship between age, work experience of employees and their job satisfaction.

Null Hypothesis ( $H_0$ ). There is no significant relationship between various factors of job satisfaction and overall job satisfaction comparatively for female bank and FMCG companies employees.

## 5. Methodology:

Taking up a non-experimental, descriptive and quantitative research design this paper was a part of doctoral research conducted by the principle researcher. Stratified random sampling was taken up for getting the appropriate sample and only female employees working an banks and the FMCG industry

were taken up for the study. The organizations studied were from the Delhi National Capital Region (NCR) area and to analyze the raw data myriad statistical tools were employed like Cronbach’s Alpha for testing the reliability of the scales, Pearson correlations (bivariate), means, standard deviation and percentages. Primarily two parts of the questionnaire were employed to for processing the raw data of the responses from the sampled respondents, one being for the demographic profile and another being 22 item instrument Job Satisfaction Inventory (JSI) which was adopted from the scale given by Spector (1997) used to understand the job satisfaction levels of the employees.

**6. Demographic findings:**

A total of 133 female employees were taken up for the present study in which 72.2% belonged to FMCG industry while rest 27.8% was from banks. Majority of the sampled respondents at 56.4% were in the age group of 25-30 years, which means the respondents were from a moderately young age strata. While 55.6% of the employees were single, it was followed by 44.4% who were married. The majority of respondents at 42.1% were in the income group of Rs. 21-30000, followed by those earning Rs. 31-40000 (23.3%) and Rs. 11-20000 (21.1%). In large part (50.4%) the female employees were engaged in marketing job, followed by those who were working in the job category “others” (31.6%) and lastly 18% were in core banking jobs. Most of the respondents had work experience of 5 years (24.8%), followed by 3 years (18%) and 7 years (15%) mostly. Majority of the sampled respondents were having masters degree for their education (57.9%), bachelors degree coming second with 34.6% and 7.5% also having doctorate degree.

**7. Findings on Instrument Reliability**

**Table 1: Reliability Statistics**

<b>Instrument</b>	<b>Cronbach’s Alpha</b>	<b>No. of Items</b>
Job Satisfaction Scale	.643	22

Job Satisfaction Instrument (JSI) as discussed above was tested for reliability and internal consistency and for which Cronbach’s Alpha Coefficient was employed. The alpha coefficient of JSI was .680 which are as per the standards spelled by Nunnally and Bernstein (1994) and Song and Parry (1993) thereby indicating satisfactorily that the instrument was appropriate for internal consistency.

**8. OTHER KEY FINDINGS**

**8.1. Job Satisfaction among Female Employees**

**Report**

**Table 2:**Computed Overall Satisfaction

<b>Employee</b>	<b>Mean</b>	<b>N</b>	<b>Std. Deviation</b>
Female in Banks	3.43	37	.502
Female in FMCG	3.42	96	.496
Total	3.42	133	.496

Female employees in banks and FMCG companies were analysed for their level of job satisfaction and it was found that those working in banks (M = 3.43, SD = .502) were slightly more satisfied than those working in FMCG companies (M = 3.42, SD = .496). On further analysis it was found that chi square value of .027, df 1 and asymptotic significance .869 (p>.05) shows no significant difference between these two groups for their degree of job satisfaction. Therefore null hypothesis that there is no significant difference between female employees working in banks and those working in FMCG companies vis-à-vis job satisfaction is accepted.

**8.2. Income and Job Satisfaction**

Overall it was found that as the income of the female bank and FMCG employees increased, their job satisfaction level decreased and vice versa. Pearson Correlation value or correlation coefficient of  $r = -.351$  with two-tailed significance value of  $.000$  ( $p < .01$ ) further indicates that there was a very significant negative correlation between income of the sampled employees and their level of job satisfaction. Thus null hypothesis that there is no significant relationship between income earned and job satisfaction among the employees is rejected.

**Table 3:Correlations**

		Income	Computed Overall Satisfaction
Income	Pearson Correlation	1	-.351**
	Sig. (2-tailed)		.000
	N	133	133

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Further analysis also conformed that female employees whether they are working in banks or FMCG companies had a negative correlation with job satisfaction with  $r = -.386$ , two-tailed significance value of  $.018$  ( $p < .01$ ) for former and  $r = -.339$ , two-tailed significance value of  $.001$  ( $p < .01$ ) for latter.

**Table 4:Correlations**

Female Banks	in Income	Pearson Correlation	1	-.386*
		Sig. (2-tailed)		.018
		N	37	37
Female FMCG	in Income	Pearson Correlation	1	-.339**
		Sig. (2-tailed)		.001
		N	96	96

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**8.3. Age, Work Experience and Job Satisfaction**

**Table 5:Correlations**

Employee			Work Experience	Computed Overall Satisfaction
Female Banks	in Work Experience	Pearson Correlation	1	-.439**
		Sig. (2-tailed)		.007
		N	37	37
Female FMCG	in Work Experience	Pearson Correlation	1	-.367**
		Sig. (2-tailed)		.000
		N	96	96

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The bivariate correlation test established that age for both the female bank employees { $r = -.239$ , two-tailed significance value of  $.155$  ( $p > .01$ )} as well as FMCG employees { $r = -.039$ , two-tailed significance value of  $.709$  ( $p > .01$ )} had no significant correlation with their job satisfaction levels. Thus increase or decrease in age of the workers had no statistical association with job satisfaction of the employees working in both the sectors.

However there was significant negative correlation between the work experience and job satisfaction of the female employees working in banks as well as FMCG sectors, indicating increase in work experience to be associated with lower degree of job satisfaction and vice versa. The findings of bivariate correlation for female bank workers was  $r = -.439$ , two-tailed significance value of  $.007$  ( $p < .01$ ) and for female FMCG workers was  $r = -.367$ , two-tailed significance value of  $.000$  ( $p < .01$ ). Thus null hypothesis that there is no significant relationship between age, work experience of employees and their job satisfaction is accepted for former and rejected for latter.

#### 8.4. Association between Factors of Job Satisfaction and Overall Job Satisfaction

The relationship between various factors of job satisfaction and overall job satisfaction was further explored in the present research. The main findings were related to supervision, geographic location and organizational prestige as factors of job satisfaction.

##### 8.4.1. Supervision and Job Satisfaction

The bivariate correlation establishes that with  $r = .516$ , significance (2-tailed)  $.001$  ( $p < .01$ ) there was a very strong positive correlation between supervision and overall satisfaction among the female employees working in banks, thus as they were found to be more satisfied with the supervision they received, they were deriving more pleasure from their jobs. On the contrary female employees in FMCG companies did not have any such relationship between supervision and overall job satisfaction { $r = .193$ , significance (2-tailed)  $.059$  ( $p > .01$ )}.

**Table 6:Correlations**

Employee			Supervision	Computed Overall Satisfaction
Female in Banks	Supervision	Pearson Correlation	1	.516**
		Sig. (2-tailed)		.001
		N	37	37
Female in FMCG	Supervision	Pearson Correlation	1	.193
		Sig. (2-tailed)		.059
		N	96	96

\*\* . Correlation is significant at the 0.01 level (2-tailed).

##### 8.4.2. Geographic Location and Job Satisfaction

Geographic location is a very important job satisfaction factor especially for women employees as they look for place of convenience for their work. Better geographic location, which for banks is not a matter of job satisfaction for female bank employees as banks are situated at convenient and central places. It is evident from the correlation coefficient  $r = .095$ , significance (2-tailed)  $.575$  ( $p > .01$ )}. On the other hand for female employees working in FMCG sector, as their organization was located in a better location which was suitable for them, they were more satisfied with their job as is evidenced from correlation coefficient of  $r = .281$ , significance (2-tailed)  $.006$  ( $p < .01$ )}

**Table 7:Correlations**

Employee			Geographic Location	Computed Overall Satisfaction
Female Banks	in Geographic Location	Pearson Correlation	1	.095
		Sig. (2-tailed)		.575
		N	37	37
Female FMCG	in Geographic Location	Pearson Correlation	1	.281**
		Sig. (2-tailed)		.006
		N	96	96

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**8.4.3. Organizational Prestige and Job Satisfaction**

Female bank employees as compared to female FMCG sector ones statistically were more robust in terms of organizational prestige and job satisfaction. With  $r = .486$ , significance (2-tailed)  $.002$  ( $p < .01$ ) it was found that as they were more satisfied with the prestige they perceived from their organizations, they were more satisfied vis-à-vis their jobs. On the hand for female FMCG employees increase or decrease in the organizational prestige had no relation with their job satisfaction levels  $\{r = .142$ , significance (2-tailed)  $.168$  ( $p > .01$ )}

**Table 8:Correlations**

Employee			Organizational Prestige	Computed Overall Satisfaction
Female in Banks	Organizational Prestige	Pearson Correlation	1	.486**
		Sig. (2-tailed)		.002
		N	37	37
Female in FMCG	Organizational Prestige	Pearson Correlation	1	.142
		Sig. (2-tailed)		.168
		N	96	96

a. Cannot be computed because at least one of the variables is constant.

\*\* . Correlation is significant at the 0.01 level (2-tailed).

It was further noted in the analysis that financial factor, working condition and advancement opportunities had a positive statistical relationship with overall job satisfaction among both the set of employees. Thus increase in the levels of satisfaction with these factors held a positive bearing with overall job satisfaction levels of the sampled employees. Thus for ease of research the finding were found to be inconsequential to be discussed in the present paper as there were no comparative differences observed between female employees working in banks or FMCG companies.



Therefore null hypothesis that there is no significant relationship between various factors of job satisfaction and overall job satisfaction comparatively for female bank and FMCG companies employees is as follows:

- a. Rejected for female bank employee and accepted for FMCG ones for the factor supervision.
- b. Accepted for bank employees and rejected for FMCG ones for the factor geographic location.
- c. Rejected for bank employees and accepted for FMCG ones for the factor organizational prestige.
- d. Rejected for both the set of employees for the financial factors, working condition and advancement opportunities.

### **9. Ranking of Job Satisfaction Factors**

The analysis of the raw data further revealed that overall female employees ranked organizational prestige as the most important factor for them to be satisfied with their jobs (M=4.50, SD=1.159), followed by financial factors (M=4.01, SD=1.459). The third rank was for advancement opportunities (M=3.99, SD=1.019), fourth for good supervision (M=3.60, SD=1.381), which were followed by better working conditions and proper geographic location (M=3.30, SD=1.267; M=3.27, SD=1.533 in that order).

### **10. Conclusion, Recommendations and Limitations**

The present research was conducted among the female employees working in banks and FMCG companies in the Delhi NCR for their analysis of job satisfaction which is a much researched and sought after construct for the practicing managers. The profile of the sampled employees was relatively young and among the middle income group. The employees researched were also engaged in various jobs like marketing, others and core banking. The study revealed that there was no worthwhile difference between the female employees working in banks and FMCG sector for their level of job satisfaction.

However the findings from the angle of income gave different perspective as it was noted that irrespective of the organizations the employees were working in, they had a negative correlation between their earning and the job satisfaction. It means that higher income employees were less satisfied with their jobs. The implication here is that income is not necessarily the only factor for job satisfaction and it is thereby recommended that various other factors have to be explored by researchers in future studies to understand their job satisfaction. It was further found that though age had no association with job satisfaction, but increase in the work experience of the employees did lead to lower levels of job satisfaction for them.

Further the study also explored whether different factors for job satisfaction have any relationship with overall job satisfaction of the employees surveyed or not. It was found that for bank employees supervision they received from their organizations was important and it increased their job satisfaction, which can be justified keeping in mind complex nature of banking operations. However no such association was found in the FMCG employees. FMCG companies are generally located in the outskirts and suburban areas, thus their geographic location especially for women employees are important factor to be deriving pleasure from their jobs. This was evident from the findings as when better geographic location was there for the employees they felt higher satisfaction levels from their jobs, the findings were not same for bank employees.

Additionally, for bank employees organizational prestige also played a significant role in their job satisfaction as when they were deriving more prestige from their work they were also more satisfied with job, though same was not the case with FMCG employees. The study further noted that for both the set of employees that is banks and FMCG, as the satisfaction levels with financial factors, working conditions and advancement opportunities increased, the employees were found to be more satisfied with their jobs. Findings also recommend that various factors at the initial stage of selection can be applied by human resource managers to attract quality man power, for instance ranking of factors of choice to be satisfied with job satisfaction. The female employees in both the organizations combined gave first choice of factor for satisfaction with the jobs being organizational prestige and second surprisingly was salary and other monetary benefits (financial factor). Thus it is recommended that monetary rewards are not always the preferred choice of the female employees, rather it is prestige they get from their jobs. Then they look for advancement opportunities in their organizations followed by supervision, good working condition and good geographic location.

The basic limitation of the present study was lack of financial funds as it was carried out without any support and researcher had to source his own money to carry on with the research. Further the research was limited to the female employees in banking and FMCG sectors only, thus leaving scope for other sectors also in the future researches. Further the present research only concentrated on the job satisfaction aspect, in future researches more constructs like organizational performance and the affect of job satisfaction on it can also be taken up. Moreover practicing human resource managers can benefit from the present research by applying the findings in work situation.

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