

# Job Satisfaction among Male & Female Employees in Public Sector Organizations

Sadia Shaheen

National Defence University, Islamabad  
Chsadia70@yahoo.com

## Abstract

The study is about the sex difference in job satisfaction and effects of different variables on job satisfaction. A sample of (N=50) medical officers, half males and half females was selected from two government hospitals, one from Islamabad and one from Rawalpindi. Job Descriptive Index(JDI)( Smith, Kendall, Hulling, 1969) was redesigned according to our cultural values and administered as a measure of respondent's job satisfaction. Results indicate that factor of sex leads to statistically significant differences in overall job satisfaction of medical officers. Findings supported the hypotheses that male medical officers are more satisfied as compared to female medical officers. Sample appears to be more satisfied with pay, promotion and supervision. Whereas no difference in job satisfaction were found with people and work. Pay, promotion and supervision contribute more toward job satisfaction as compared to people and work.

**Keywords:** job satisfaction, pay, promotion, supervision, sex difference, work, people

## Introduction

Role of doctor is complex and sensitive as it is concerned with the health of generation so assessment of attitude towards their work seems very crucial. The doctors are not only the professionals. They are human beings too. They have their own way of thinking, feeling, perceiving and enacting and they have certain needs to be satisfied. These attitudes has a direct impact on themselves, their patients and on their job, where as it has an indirect impact on society. If they are dissatisfied, they can't perform their job properly.

Medical is considered amongst the most stressful profession in Pakistan as the salaries of junior doctors are quite low, their working conditions are generally poor, number of patients is very high and work load is quote heavy in public hospitals contrary to such negative aspects. There are many things, which are considered good and attractive. Some of these are social relation; feelings of helping others when doctors consider these positive aspects as a result it give satisfaction in the job. So we need to assess the sex differences in the job satisfaction of medical officers. The Asian countries are marked example of discrimination against and unequal appointments available to women even in medical profession. They are discriminated especially more than man. We should plan some set analysis for doctor to know their problems and so suggest certain remedies to increase their level of job satisfaction of doctors and whether there is any sex difference are present. One reason of conducting this study is that it may benefit society in the sense of job satisfaction and thereby to raise the quality and quantity of the work.

Main objectives of the study are to assess the job satisfaction of the medical officers in public hospitals and to investigate the sex/gender differences in job satisfaction of medical officers in public hospitals. The study aimed to examine the overall job satisfaction on gender basis and job satisfaction of each facet like work, supervision, people, pay and promotion.

## Literature Review

Volsky and Aguilar (2009) investigated the gender differences in cooperate extension. They formulated a generalized model of employee satisfaction and tested it for both female and male U.S Extension employees. The findings indicated that there were no differences in the antecedents of employee satisfaction between genders

Grissom, Nicholson-Crotty and Keiser (2012) studied the job satisfaction and turnover in public sector. Using data from a nationally representative sample of public school teachers and principals and employing a fixed effects design that implicitly compared male and female employees in the same. The results showed that supervisor gender matters for satisfaction and turnover. It was also found important effects of gender congruence, which appear to be driven by lower satisfaction and greater turnover among male teachers with female principals.

Kim (2005) examined the gender differences in employee satisfaction. Data from a survey of 5,128 public employees in Seoul Metropolitan Government indicated that women were more satisfied with their jobs than were men. Among demographic variables gender was the only significant predictor of job satisfaction; women emphasized intrinsic rewards, whereas men emphasized extrinsic rewards.

Toker (2011) investigated the levels of job satisfaction among academicians in the universities of Turkey and examined the effects of demographics on levels of satisfaction among them. A questionnaire-based study was conducted in 648 academicians working in the Universities of Turkey. Data were collected using the Minnesota Satisfaction Questionnaire (MSQ) short form. The job satisfaction levels of the academicians were found to be moderately high. Social status was ranked as the highest and compensation was ranked as the lowest of the examined items. The results of the study indicated that professors reported a higher level of job satisfaction as compared to instructor and research assistants. Marital status and gender were not significantly related to job satisfaction.

Castillo and Canno (2004) described the amount of variance in faculty member's overall level of job satisfaction explained by Herzberg, Mausner, and Snyderman's (1959) job motivator and hygiene factors. The faculty was generally satisfied with their jobs. However, female faculty members were less satisfied than male faculty members. The factor "work itself" was the most motivating aspect for faculty. The least motivating aspect was "working conditions." The demographic characteristics were negligibly related to overall job satisfaction. All of the job motivator and hygiene factors were moderately or substantially related to overall job satisfaction.

Onukwube (2012) ascertained the levels of job satisfaction amongst quantity surveyors in consulting firms in Lagos, Nigeria. Biographical and job descriptive index were used to gather data. The JDI measure the job satisfaction on five facets named pay, promotion, work, supervision and co-workers. The results showed that workers were satisfied with supervision, work and relation with co-workers. Dissatisfaction found with respect to pay and promotion.

Ali and Akhter (2009) investigated through survey the level of satisfaction among the faculty of tertiary level in private universities of Bangladesh. The findings showed that the faculty members were more or less satisfied with their job except some physical conditions. There were no gender biasness found among faculty because of nature of job were same for both male and female.

Nurullah (2010) explored the aspects of satisfaction with job and careers and the predictors of job satisfaction among the emerging adults of Alberta. A job satisfaction model was developed by using structural equation modeling. The results showed that self-esteem and valued job characteristics were direct predictors along with happiness and income.

Mehmood and Nudrat (2011) conducted this study to investigate the difference between gender (male and female teachers) and types of school (urban and rural) about job satisfaction. Study was descriptive in nature and Minnesota satisfaction questionnaire was used to collect data. The data were collected from 785 teachers selected from all Public High schools (192) in one district. The findings were drawn after the descriptive and inferential analysis. Means, Standard Deviation and 't' test, was run to test the hypotheses. Generally teachers were less satisfied with advancement, compensation, supervision human-relation, and working conditions. Female teachers were more satisfied than their male counterparts. There was no significant difference between urban and rural teachers' job satisfaction.

Sultana and Begum (2012) measured the level of job satisfaction of female health library professionals in Dhaka city and how do the job facets (MSQ, 1967) effect on job satisfaction of female health library professionals. A standard questionnaire (MSQ, 1967) is used to measure the level of job satisfaction of the sample. The result shows that out of twenty job facets eleven facets are highly significant for the job satisfaction and nine facets quite insignificant for job satisfaction. Furthermore it noticed females are less satisfied at their job.

Ofuani (2010) examined the job satisfaction of women in paid employment in Benin City. A sample of two hundred women was selected using the stratified random sampling and the data instrument was a questionnaire called „Job Satisfaction of Women in Paid Employment Questionnaire (J.S.W.P.E.Q). Data collected were analyzed using the t-test. The result of the study revealed that marital status, experience, academic qualification and relationship with superior officers had no significant effect on the job satisfaction of women in paid employment in Benin City.

Mamun, Hussain and Islam (2005) investigated and found that job satisfaction of the senior level executives of Bangladesh showed that other than work itself there were not many strong motivating forces present to satisfy the executives. Both male and female executives had confirmed that their companies recognize their good works and they were also clear about the goals of their organizations. It was noted that there were hardly any gender difference regarding job satisfaction, even though, there were less scope of promotion possibility in most of the organizations. Both male and female executives expressed relatively higher level of agreement about their liking of coworkers and enjoying their jobs and company, suggesting less sex discrimination, though they mildly agreed that there were bickering and fighting at work. Regarding satisfaction on benefits received the male executives were found somewhat less satisfied compared to the female executives.

Olorunsola (2012) investigated job satisfaction of administrative staff and also investigated whether workers job satisfaction is related to their personal characteristics. An instrument titled Job Satisfaction Questionnaire (JSQ) was used to collect data. The descriptive analysis of the data was done using t-test analysis, one-way and post-hoc ANOVA. The findings revealed that job satisfaction of the administrative staff was high. Furthermore, working experience will not significantly influence job satisfaction of workers, while age will significantly influence job satisfaction of the administrators also sex made a significant difference in job satisfaction of workers.

### Methodology

The sample consisted of 25 male medical officers and 25 female medical officers. The sample belongs to 17, 18 and 19 grades from two government hospitals, Pakistan institute of medical sciences (PIMS) Islamabad and Rawalpindi general hospital (RGH) Rawalpindi. The doctors were selected by convenient sampling method from two hospitals. The questionnaire is designed with the help of Cornell job descriptive index and formulated according to our culture. Questionnaire yields five facet scopes such as work, supervision, people, pay and promotions. Every variable has five questions and which may be responded as “yes” and “no.” About half the items are positive so that a “yes” response would indicate satisfaction and about half are negative, so that a “no” response would indicate satisfaction. A “yes” response to a positive item and a ‘no’ response to negative item was given a weight of “1” each. The reverse way of responding i.e. a “yes” response to a negative item and a “no” response to a positive item was given weight of “0” for each item.

### Result

The internal consistency of the questionnaire for the present sample was computed, using Kuder-Richardson KRZO reliability coefficient analytical, tabulated finding are presented in table 1. Furthermore, a number of statistical procedures were used to analyses the hypothesis of male and female medical officers. Mean, median were calculated as our questionnaire is of dichotomous type. So, we apply chi-square for results. The proposed hypotheses of the present study were put to the test to be proved or disproved by the obtained data, the tabulated data and findings are presented in the tables 1-8.

**Table 1. Reliability co-efficient Kuder Richardson KRZO of questionnaire.**

Title	No .of items	Reliability
Job satisfaction	25	0.625

The reliability analysis shows that KRZO reliability of the scale is 0.625 which is reliable. The results are presented in table1-8. These results show that male doctors are more satisfied as compared to their female counterparts.

### Hypothesis 1:

Male medical officers are more satisfied as compared to female medical officers.

**Table 2. Job satisfaction vs sex cross tabulation.**

		Sex		Total
		Male	Female	
Job Satisfaction(JS)	High JS	16	8	24
	Low JS	9	17	26
Total		25	25	50

$X^2=5.128^2$        $df=1$        $P=0.025$

Table 2 presents a comparison between male and female medical officers on average job satisfaction scores. The cutoff point is 13 which mean that up to 13 low job satisfaction while above 13 indicates high job satisfaction. The significant level is less than or equal to '05', the chi-square value is 5.128<sup>2</sup> which is significant at '024'. With regard to the first hypothesis, the result supports the hypothesis. On the basis of the results, we can say that male medical officers are more satisfied as compared to their female counterparts.

**Hypothesis 2:**

Better chances of promotion increase the level of satisfaction of employee

**Table 3. Job satisfaction vs promotions cross tabulation**

		PROGRP		Total
		High pro.	Low pro.	
JSGRP	High JS	15	9	24
	Low JS	7	19	26
Total		22	28	50

$X^2=6.411^2$  df=1 P=0.011

Table 3 presents a relationship between job satisfaction and promotional opportunities. Here the cutoff point is 2. The chi-square value is 6.411 which is significant at '011'. With regard to the second hypothesis, the result supports the hypothesis. On the basis of results we can say that level of satisfaction increases with promotional opportunities.

**Hypothesis 3:**

Job satisfaction among employees increase with better supervision

**Table 4. job satisfaction & supervision cross tabulation**

		SUPGRP		Total
		High SUP	Low SUP	
JSGRP	High JS	10	14	24
	Low JS	3	23	26
Total		13	37	50

$X^2=5.888^2$  df=1 P=0.015

Table 4 presents a comparison between job satisfaction and supervision. Here the cutoff point is 3. The chi-square value is 5.888 which is significant at '015'. With regard to 3<sup>rd</sup> hypothesis, the results support the hypothesis. On the basis of results we can say that job satisfaction increases with better supervision.

**Hypothesis 4:**

Work is positively related to level of satisfaction

**Table 5: job satisfaction vs. work cross tabulation.**

		WORKGRP		Total
		High Work	Low Work	
JSGRP	High JS	13	11	24
	Low JS	8	18	26
Total		21	29	50

$X^2=2.805^2$  df=1 P=0.094

Table 5 presents the comparison between job satisfaction and work. Here the cutoff point is 13. The chi-square value is 2.805<sup>2</sup> which is not significant because it is at 0.094 which is away from significant level. With regard to 4<sup>th</sup> hypothesis, the results do not support the hypothesis.

**Hypothesis 5:**

Job satisfaction increases with increasing pay.

**Table 6: job satisfaction vs. pay cross tabulation**

		PAYGRP		Total
		High Pay	Low Pay	
JSGRP	High JS	5	19	24
	Low JS	0	26	26
Total		5	45	50

$X^2=6.019^2$  df=1 P=0.014

**Table 7: JGRD vs. pay cross tabulation**

		PAY			Total
		Grade 17	Grade 18	Grade 19	
JSGRP	High JS	6	10	8	24
	Low JS	14	10	2	26
Total		20	20	10	50

$X^2=6.731^2$        $df=1$        $P=0.035$

Table 6-7 presents the relationship between job satisfaction and pay. Table 6 computes the results with high and low pay while table 7 shows the results with different pay categories. The chi-square is 1.282 which is at 2.58 which is not significant. With regard to 6<sup>th</sup> hypothesis, the results do not support the hypothesis.

**Conclusion**

The study aimed to explore and investigate the global job satisfaction of medical officers in public hospitals. The overall results supported the proposed hypotheses that the male medical officers are more satisfied as compared to female medical officers. Men and women are significantly different in their roles, behavior, attitudes and status in society. The main responsibility of men is to financially support the families, on the other hand, the main responsibility of women is to care and rear their family. So, we could not consider their feelings equal about work. They have different sets of responsibilities and pressures which affects the work in different manner. As female experience more role pressure that's why they are less satisfied.

Basically the study is based on two different aspects, first is gender differences in job satisfaction and second is effects of different variables of job satisfaction on men and women collectively. The present study is based only on public sector, the main reason for choosing public sector that it is the backbone of every country. The satisfaction of employees is necessary for development and growth of this sector. This sector is badly treated in Pakistan especially the dissatisfaction of employees in this sector is because of powerlessness of these variables (pay, promotion, work, supervision & people).

Promotion is an important variable and findings indicate that promotional opportunity greatly affects the satisfaction level of employees. Greater the promotional opportunities, higher would be the satisfaction level. The promotional opportunities in public sector are somewhat limited and mostly rare on merit bases. Mostly favoritism and personally like, dislike affects the promotional opportunities of employees. The results support our hypothesis. Supervision plays a vital role in increasing the satisfaction level of employees. If employees are supervised properly, their satisfaction about work always increases. The finding indicates that better supervision increases the level of satisfaction among employees. An intelligent, quick, sharp, kind and expert supervisor no doubt motivate their subordinates which in turns increases both the efficiency of employees and organization

Findings indicate that work is not an important factor in job satisfaction. It was assumed that pay matters a lot in job satisfaction. Better pay and incentives always motivates the employees. The finding indicates that the level of satisfaction increases with pay. The last variable which is studied by the researcher is the relation with co-workers. It was assumed that quality human relations with coworkers increase the level of satisfaction. The findings indicate that relation with co- workers is not an important matter for employees.

In conclusion it can be said that the results of present study show that in case of medical officers such personal factors as sex can contribute to significant differences in the magnitude of job satisfaction as measured by questionnaire. In general, doctors show keen interest in pay, promotion and supervision as compared to work and people. As compared to men, women's duty hours should be flexible and their working condition should be improved.

**References**

Ali,T & Akhter,I.(2009), "Job Satisfaction of Faculty Members in Private Universities -In Context of Bangladesh".International Business Research,vol 2,no4

Castillo,X. & Cano,J.(2004), "Factors Explaining Job Satisfaction Among Faculty," *Journal of Agricultural Education* Volume 45, Number 3, 2004

- Grissom,A., Nicholson-Crotty,J. & Keiser,L.(2012), “Does My Boss's Gender Matter? Explaining Job Satisfaction and Employee Turnover in the Public Sector”, *Journal of Public Research and Theory*, vol22, no4, pp(649-673
- Kim,S. (2005), “Gender Differences in the Job Satisfaction of Public Employees: A Study of Seoul Metropolitan Government, Korea-Sex Roles , Volume 52, Issue 9-10, pp 667-681
- Mahmood ,A & Nudrat,S. (2011), “Job Satisfaction of Secondary School Teachers: A Comparative Analysis of Gender, Urban and Rural Schools,” *Asian Social Science* Vol. 7, No. 8;
- Mamun, Z M., Hossain, A & Islam(2005), “A Comparative Study of Job Satisfaction of the Senior Male and Female Executives in Bangladesh,” *Journal of Business Research*, Vol. 7,
- Nurullah,S A(2010), “Predictors of Job Satisfaction among Emerging Adults in Alberta, Canada”, *International Journal of Business and Management*,vol 5,no 3.
- Ofuani,F N(2010), “An Analysis of Factors Affecting Job Satisfaction of Women in Paid Employment in Benin City,” *Journal of Counseling* Vol. 3, No. 1,
- Olorunsola,EO(2012), "Job Satisfaction and Personal Characteristics of Administrative Staff in South West Nigeria Universities” *Journal of Emerging Trends in Educational Research and Policy Studies*, Vol 3(1):46-50
- Onukwube, H N (2012), “Correlates of Job Satisfaction amongst Quantity Surveyors in Consulting Firms in Lagos, Nigeria”, *Australasian Journal of Construction Economics and Building*, **12** (2) 43-54
- Sultana,F & Begum,B.(2012), “Measuring the Job Satisfaction of Female Library Professionals Working in the Health Libraries in Dhaka city,”*The Eastern Librarian*, Volume 23(1), Pages: 37-50
- Toker, B. (2011) "Job satisfaction of academic staff: an empirical study on Turkey", *Emerald* 19.
- Vlosky,R. & Aguilar,F.(2009) “A Model of Employee Satisfaction Gender Differences in Cooperative Extension,” *Journal of Extension*,vol 47, no 2