

DOES AGE AND GENDER EFFECTS JOB SATISFACTION?

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ABSTRACT

The concept of Job Satisfaction has gained much importance in modern times. Job Satisfaction is an attitude which shows the level of being happy or unhappy with the workplace, work and organization. Job Satisfaction is determined by factors such as goal setting, job design, demographic profile, rewards, leadership and individual differences. In the present study the effect of demographic variables namely age and gender on job satisfaction of Telecom Executives was studied. Differences in Job Satisfaction across Age and Gender were studied on 320 executives working in telecommunication organizations located in North India, using Job Satisfaction scale developed by Spector (1985). The study revealed that there were significant differences between job satisfaction and its dimensions with regard to age. While there were no significant differences between job satisfaction and its dimensions with regard to gender. The study implies that as the age increases job satisfaction also increases while gender differences has no effect on job satisfaction of executives.

Keywords: Job Satisfaction, Job Design, leadership, demographic profile.

INTRODUCTION:

Job-satisfaction is one of the top issues for management and organization researchers (Locke & Latham, 2000). This is an attitude which shows the level of being happy or unhappy with the workplace, work and organization. That is, satisfied workers have positive perceptions and attitudes towards their organizations (Rocca & Konstanski, 2001; Dessler, 2005). Research shows that happy employees are productive while unhappy ones are not therefore; success of the organization depends on the satisfaction of their workforce (Lise & Judge, 2004). Organizations want their employees to be satisfied to become productive, efficient and committed (Shah & Jalees, 2004). Job satisfaction can also be viewed as the degree of an employee's affective orientation toward the work role occupied in the organization (Tsigilis, Zachopoulou, & Grammatikopoulos, 2006). Therefore, job satisfaction is a very important attribute that is frequently measured by all types of organizations (Wikipedia, 2009). Researchers have unearthed a set of factors or variables, which stand responsible for the overall satisfaction of employees in any organization, for example, pay, work, supervision, promotion, work environment, and coworkers (Williams & Sandler 1995; Stacey, 1998; Ellickson & Logsdon, 2001; DeVane & Sandy, 2003; Lise & Judge, 2004). Other investigators have used different terminologies to express factors for job-satisfaction, such as, personal and organizational factors (Saiyadain, 1998), personal and job characteristics (Sokoya, 2000), mentally challenging work, equitable rewards, supportive working conditions, supportive colleagues, good personality and supportive workers (Naval & Srivastava, 2002), and "demographic relationships" between satisfaction and faculty members (Shah & Jalees, 2004; Tsigilis et al., 2006).

When considering job satisfaction, demographic variables should be considered to thoroughly understand the possible factors that lead to job satisfaction and dissatisfaction. Herzberg, Mausner, Peterson, and Capwell (1957) identified several characteristics of satisfied/dissatisfied workers. They indicated that morale is high when people first start their jobs. Morale decreases during the next few years and remains at a relatively low level until workers are in their late twenties or early thirties. At this time, job satisfaction levels begin to rise and continue to rise through the remainder of the workers' careers. The same trend is found in regard to a worker's length of service. Workers begin with high morale, which drops during the first year and remains low for a number of years. Then as length of service increases, job satisfaction levels tend to rise.

Job Satisfaction and Age:

Research appears to be equivocal and has found age to exert an influence on job satisfaction (Chambers, 1999; Cramer, 1993; Robbins, 2001; Staw, 1995; Tolbert & Meon, 1998). Research suggest that older employees tend to experience higher levels of job satisfaction (Belcastro & Koeske, 1996; Billingsley & Cross, 1992; Cramer, 1993; Jones Johnson & Johnson, 2000; Larwood, 1984; Loscocco, 1990; Saal & Knight, 1988).

This difference may be attributed to better adjustment at work, better conditions and greater rewards at work (Birdi, Warr & Oswald, 1995). Blood et al. (2002) espouse the view that older respondents were more likely to report higher levels of job satisfaction than younger respondents.

These results are consistent with the numerous studies with related school personnel, health care and business workers, which indicate that older workers are more satisfied than younger workers with their jobs (Begley & Czajka, 1993; Hodson, 1996; Spector, 1996, all cited in Blood et al., 2002). Similarly, Siu, Spector, Cooper and Donald (2001) also found that age was positively relatively related to job satisfaction and mental well-being in a sample of managers.

Blood et al. (2002) argue that job satisfaction increases with age and work experience. Older workers are more comfortable and tolerant of authority and may learn to lower expectations for their jobs (Spector, 1996). Blood et al., (2002) postulate that older workers may have job that use their skills better, work under better job conditions, benefit from advancements and promotions, and appreciate fringe benefits more than younger, less experienced workers.

Based on a review of literature on age, Rhodes (1983) concluded that overall job satisfaction is related to age. Older workers appear to evince greater satisfaction with their employment than younger workers; however, this relationship is not clear. While many suggest a linear relationship (Weaver, 1980) other

studies (Kacmar, Carlson & Brymer 1989; Staw, 1995) report a U shaped relationship. Clark (1996) ascribes this to the fact that younger employees may feel satisfied because they have little experience about the labour market against which to judge their own work. Alternatively, older employees may have reduced aspirations as they realize that they face limited alternative choices as they get older.

Intrinsic job satisfaction was higher for those in the age groups of 23 to 33 and 46 to 50 (Nestor & Leary, 2000). This is consistent with the findings of Griffin (1984), who found in a study of Extension home economists that age was related to job satisfaction. The findings of Bowen et al. (1994) indicated that age was related to job satisfaction, since they found in a study of 4-H agents that those who were older had a higher level of job satisfaction. On the other hand, Andrews (1990) found no relationship between age and the job satisfaction levels of Extension agricultural agents.

Job Satisfaction and Gender:

The literature with respect to the relationship between gender and job satisfaction is inconsistent. Some studies report that women have higher job satisfaction, whereas other studies find that men are more satisfied, yet other studies find no significant difference between the genders (Mortimer, Finch & Maruyama, 1988).

Souza-Poza (2003) found that women's satisfaction has declined substantially in the past decade, whereas men's job satisfaction has remained fairly constant.

According to Coward, Hogan, Duncan, Horne, Hiker and Felsen (1995 cited in Jinnett & Alexander, 1999), female employees demonstrate higher levels of job satisfaction than their male counterparts across most work settings. A number of studies involving several different populations support this argument (Lambert et al., 2001; Loscocco, 1990; Ma & Macmillan, 1999).

However, research (Al-Mashaan, 2003) indicates that male employees in comparison to female employees report higher levels of job satisfaction. This, he attributes to the better chances for employment men are argued to have, and opportunities to advance in their jobs at a more rapid pace than females. Similarly, Zawacki, Shahan and Carey (1995) reported that male nurses tend to be somewhat more satisfied with their supervisors than female nurses and men nurses rated the characteristics of their work as more meaningful than female nurses.

Miller and Wheeler (1992 cited in Lim, Teo & Thayer, 1998) maintain that women are inclined to be less satisfied in their jobs because they tend to hold positions at lower levels in the organizational hierarchy where pay and promotion prospects are less attractive. Numerous studies across a variety of occupational settings have, however, found no significant gender differences in job satisfaction, despite the fact that women on average have inferior jobs in terms of pay, status, level of authority, and opportunities for promotion (Hull, 1999; Jones Johnson & Johnson, 2000; Rout, 1999).

Various theories have emerged to account for what has often been referred to as the paradox of the contended working woman (Tolbert & Moen, 1998). One of the most popular explanations is that men and women attach value to different aspects of the job. In addition to placing greater emphasis on co-worker relations, women are also more inclined to assign priority to work that provides them with a sense of accomplishment (Tolbert & Moen, 1998). Furthermore, women may compare themselves only with other women or with women who stay at home rather than with all other employees (Hull, 1999).

Concerning gender, there are no simple conclusions about the differences between males and females and their job satisfaction levels. Some studies reviewed by Herzberg et al. (1957) indicate that males are more satisfied with their jobs, while others indicate that females are more satisfied. Educational level is not clear either. Furthermore, these studies showed that workers with more education have a higher job satisfaction level, while other studies indicate that workers with more education have a lower job satisfaction level. Other studies showed no relationship between the two. Herzberg et al. (1957) suggested that a clear conclusion cannot be drawn concerning job satisfaction and its relationship to marital status, number of dependents, number of previous occupations, or ethnicity.

Thus, a leading stream of research in job-satisfaction is about the demographic impacts on the employees' attitude because these personal and contextual variables have been found significant in affecting the performance level of any workforce (Sokoya, 2000). Keeping this in view, the present

study has made an attempt to examine the effect of age and gender on job satisfaction of telecom managers. Thus, major objectives of the present study was:

- 1) To study the differences in Job Satisfaction of Executives with regard to Age
- 2) To study the differences in Dimensions of Job Satisfaction of Executives with regard to Age
- 3) To study the differences in Job Satisfaction of Executives with regard to Gender
- 4) To study the differences in Dimensions of Job Satisfaction of Executives with regard to Gender

DATA AND METHODOLOGY:

Data was collected by going to the various telecommunication organizations and all the selected managers were apprised of the nature and purpose of the research work. The participation and willingness to cooperate was sought for before administering them the questionnaire. They were assured that the results and the information obtained would be kept strictly confidential and used for research purpose only. A simple random sampling will be used to draw the sample. In this sampling, each individual is chosen randomly and entirely by chance, such that each individual has the same probability of being chosen at any stage during the sampling process. A total of 459 persons were asked to fill the questionnaire, out of which 320 respondents returned the completed questionnaires. The response rate was 69.7%.

Table No. 1: Demographic Profile of the Managers

Socio-Demographic Variables	Frequency	Percentage	
Age	21-30	65	20.3%
	31-40	93	29.1%
	41-50	89	27.8%
	Above 50	73	22.8%
	Total	320	100%
Gender	Male	290	90.6%
	Female	30	9.4%
	Total	320	100%

As depicted in table 1, age wise the sample was grouped into four categories i.e 21-30 yrs, 31-40 yrs, 41-50 yrs and above 50 yrs. Further it reveals that, 29.1% of the managers were in the age group of 31-40 yrs, 27.8% were in the age group of 41-50 yrs, 22.8% of the managers were in the age group above 50 yrs and 20.3% of the managers were in the age group of 21-30 yrs. Gender distribution of the sample was representative of a larger number of male respondents to that of female respondents. Male respondents comprised of 90.6% compared to 9.4% female respondents.

MEASURE OF JOB SATISFACTION USED:

For the purpose of measuring Job Satisfaction, the scale developed by Spector (1985) was used. It was designed to assess employee attitudes about the job and aspects of the job. It consist of 36-items which describe nine job facets (four items per facet). The job facets include pay, promotion, supervision, benefits, contingent rewards, operating procedures, co-workers, nature of work, and communication. It was originally developed to assess job satisfaction in human service, non-profit, and public organizations. The dimensions of job satisfaction assessed by this scale were as follows:

- 1) **Pay Satisfaction:** The items in this category related to how a person feel satisfied in terms of pay/wage/salary which he/she is getting for the work done by him.
- 2) **Promotion Satisfaction:** The degree to which an employee is satisfied with the company's promotion policy, including frequency of promotions, and the desirability of promotions.
- 3) **Supervision Satisfaction:** The extent to which an employee is satisfied with his or supervision, as measured by consideration and employee-centered actions of the supervisor and the perceived competency of the supervisor by the subordinate.

- 4) **Benefits Satisfaction:** The items in this category relate to whether subordinates are satisfied with the benefits provided to them by the organization. Some of these benefits are: housing (employer-provided or employer-paid), group insurance (health, dental, life etc.), disability income protection, retirement benefits, daycare, tuition reimbursement, sick leave, vacation (paid and non-paid), social security, profit sharing, funding of education, and other specialized benefits.
- 5) **Reward Satisfaction:** The items in this category relate to whether subordinates are recognized, appreciated and involved in decision making process for the work they done for the organization.
- 6) **Operating Procedure Satisfaction:** The items in this category relate to how much persons are satisfied with the rules, regulations and procedures adopted by the organization.
- 7) **Co-workers Satisfaction:** The items in this category relate to work related interaction and the mutual liking or admiration of fellow employees.
- 8) **Work Itself Satisfaction:** The extent to which an employee is satisfied with work, including opportunities for creativity and task variety, allowing an individual to increase his or her knowledge, changes in responsibility, amount of work, security and job enrichment.
- 9) **Communication Satisfaction:** The items in this category relate to whether goals and work assignments are cleared to every individual with the help of appropriate communication methods.

ANALYSIS AND RESULTS:

Descriptive statistics in the form of arithmetic means and standard deviations were computed to test the hypothesis formulated under study.

AGE AND JOB SATISFACTION:

Differences in Job Satisfaction of Executives with regard to Age:

H1) There is a significant difference between Job Satisfaction of Executives and their Age. The job satisfaction of the executives was studied according to their age level. The mean scores, standard deviation and p-value of the executives are shown in table 2. Analysis of variance (ANOVA) showed that job satisfaction differed significantly amongst different age groups, as p-value was .034 which is less than the assumed value of 0.05 level. It was also found that mean scores and standard deviation in various age groups viz, 21-30, 31-40, 41-50 and above 50 was 145.74 (S.D = 19.22), 149.44 (S.D = 19.92), 152.83 (S.D = 20.28) and 154.82 (S.D = 18.82) respectively.

Table 2: Mean, Standard deviation and Analysis of Variance (ANOVA) for Job Satisfaction of Executives with Regard to Age

Age	N	Mean	S.D	(ANOVA) p-value
21-30	65	145.74	19.22	.034**
31-40	93	149.44	19.92	
41-50	89	152.83	20.28	
Above 50	73	154.82	18.82	

The increasing trend of mean scores indicates that job satisfaction increases as the age increases. Thus, older executives rather than the younger executives were more satisfied with their profession. This may be because the older people over a period of time get used to the work and feel more satisfied as compared to young persons who are more mobile and have higher aspirations in life, and as a result, are less satisfied with their current position. Further, it is also pertinent to note that the working conditions tend to get better particularly for the senior executives in the organizations. Hence, hypothesis is accepted. In general, the finding of this study was similar to a study of Aldag and Brief (1975), in which they found that older employees seem to value jobs with meaningful content more than their younger counterparts.

Differences in Dimensions of Job Satisfaction of Executives with regard to Age:

H2) There is a significant difference between Dimensions of Job Satisfaction of Executives and their Age. Table 3 illustrates means, standard deviations and p-values of dimensions of job satisfaction of executives across the different age groups.

Table 3: Mean, Standard deviation and Analysis of Variance (ANOVA) for Dimensions of Job Satisfaction of the Executives with Regard to Age

Dimensions of Job Satisfaction	21-30 yrs		31-40 yrs		41-50		Above-50 yrs		Anova
	Mean	S.D	Mean	S.D	Mean	S.D	Mean	S.D	p-value
Pay Satisfaction (PS)	16.20	2.65	16.63	2.77	17.37	2.12	17.67	2.04	.001**
Promotion Satisfaction (PRS)	16.02	3.35	16.69	3.44	17.16	3.28	17.48	3.53	.063
Supervision Satisfaction (SS)	15.97	2.79	16.31	2.73	16.71	3.04	16.44	3.04	.472
Benefit Satisfaction (BS)	16.72	2.57	16.59	2.76	16.89	2.97	17.84	2.68	.025*
Reward Satisfaction (RS)	15.28	3.74	15.69	3.42	16.12	3.98	16.77	2.92	.077
Operating Procedure Satisfaction (OPS)	16.54	3.14	17.24	3.19	17.96	3.14	18.00	3.38	.020*
Co-workers Satisfaction (CWS)	16.94	2.29	17.31	2.26	17.49	2.22	17.64	2.56	.315
Work itself Satisfaction (WS)	16.54	2.49	16.62	2.79	16.55	3.18	16.55	2.90	.997
Communication Satisfaction (CS)	15.54	2.71	16.35	3.21	16.58	3.23	16.44	3.33	.200
Overall Job Satisfaction (JS)	145.74	19.22	149.44	19.92	152.83	20.28	154.82	18.82	.034*

* significant at $p < 0.05$

** significant at $p < 0.01$

It was found that there were significant mean differences in the dimensions of Pay Satisfaction (PS, $p = .001$) {significant as $p < .01$ }, Benefit Satisfaction (BS, $p = .025$), Operating Procedure Satisfaction (OPS, $p = .020$) {significant as $p < .05$ }. The data further revealed that managers in the age group of above 50 years are more satisfied with pay, benefits and operating procedures. Hence, hypothesis is partially accepted.

GENDER AND JOB SATISFACTION:

Differences in Job Satisfaction of Executives with regard to Gender:

H3) There is a significant difference between Job Satisfaction of Executives and Gender.

The non-significant gender differences in job satisfaction of the executives can be observed from table 4. The mean score and standard deviation of male and female executives was 150.82 (S.D = 19.43) and 151.82 (S.D = 23.56) respectively. The results of analysis of variance (ANOVA) revealed p-value as .921 which is greater than the assumed value of 0.05 level. Thus, it can be depicted that there was no significant difference in the mean scores of the two groups. Hence, hypothesis is rejected.

Table 4: Mean, Standard deviation and T-test for Job satisfaction of the Executives with Regard to Gender

Gender	N	Mean	S.D	(T-test) p-value
Male	290	150.82	19.43	.136
Female	30	151.20	23.56	

Differences in Dimensions of Job Satisfaction of Executives with regard to Gender:

H4) There is a significant difference between Dimensions of Job Satisfaction of Executives and Gender. Table 5 represents the comparative analysis of dimensions of job satisfaction and gender.

Table 5: Mean, Standard deviation and T-test for Dimensions of Job Satisfaction of the Executives with Regard to Gender

Dimensions of Job Satisfaction	Male		Female		T-test	
	Mean	S.D	Mean	S.D	T	p-value
Pay Satisfaction (PS)	16.95	2.47	17.37	2.53	-.882	.378
Promotion Satisfaction (PRS)	16.77	3.37	17.77	3.85	-1.524	.129
Supervision Satisfaction (SS)	16.41	2.85	16.13	3.40	.492	.623
Benefit Satisfaction (BS)	17.01	2.81	16.77	2.65	.448	.655
Reward Satisfaction (RS)	15.95	3.47	16.20	4.52	-.367	.714
Operating Procedure Satisfaction (OPS)	17.50	3.19	17.17	3.79	.535	.593
Co-workers Satisfaction (CWS)	17.35	2.29	17.50	2.62	-.339	.735
Work itself Satisfaction (WS)	16.59	2.84	16.40	3.08	.339	.735
Communication Satisfaction (CS)	16.31	3.13	15.90	3.39	.677	.499
Overall Job Satisfaction (JS)	150.82	19.43	151.20	23.56	-.099	.921

* significant at $p < 0.05$

** significant at $p < 0.01$

The results showed that none of the dimensions of job satisfaction showed significant differences across gender. Therefore, it can be concluded that job satisfaction dimensions do not vary with gender of executives. However, further studies to examine this contradiction are warranted. Hence, hypothesis is rejected.

CONCLUSION:

The aim of this research was to primarily determine whether age and gender effects job satisfaction of telecom executives. The results emanating from the research indicate there is a statistically significant difference in job satisfaction of executives with regard to age, hence hypothesis is accepted. The analysis of variance (ANOVA) was computed to examine the differences in dimensions of job satisfaction and age. It revealed that dimensions of Job Satisfaction i.e- pay satisfaction (significant as $p < 0.01$), benefit satisfaction and operating procedure (significant as $p < 0.05$) differed significantly amongst subgroups based on age. Therefore, hypothesis is partially accepted. It showed that job satisfaction increases with age. Further, using t-test, it was found that there were no significant differences between job satisfaction and its dimensions with regard to gender. Hence, the hypothesis is rejected.

This study is only a stepping stone in the field of job satisfaction. This aspect requires much more exploration as there is dearth of research work in this area. However, the major implication of the present study is particularly significant for executives of telecommunication organizations, as it required these organizations to develop strategies to deal with the needs of those executives who experience less job satisfaction.

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