

JOB SATISFACTION: INVESTIGATING THE ROLE OF EXPERIENCE & EDUCATION

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ABSTRACT

The present study investigates the functions of experience and educational level on job satisfaction. Job satisfaction is defined as the emotional feeling of an employee towards his job. Further, Job satisfaction is defined as an affective reaction to a job that results from the comparison of perceived outcomes with those that are desired. It is a psychological attachment of an employee with his job. The study first examines the theoretical understanding of demographic variables & job satisfaction, followed by an empirical investigation. The data was collected by using standardised scale: Job Satisfaction Scale (Spector, 1985). The study covers middle and senior level executives of PSU and Private sector organizations. Descriptive statistics, Correlation, T-test, and ANOVA were employed on the collected data to find out the answer of research questions and to achieve the research objectives. The finding of the study divulges that no significant difference exists between difference experience groups as well in different level of educational groups, related to job satisfaction. But deep enquiry of results clearly shows that few dimensions of job satisfaction have significant difference in various experience and educational groups. This study is a contribution in extant literature pool of demographic study of job satisfaction. It will also enhance the understanding of job satisfaction in Indian organizations. Subjects of the study are bound to the top and middle level employees. Similar study can be done on lower level of employee to find out more favourable results.

Keywords: Job satisfaction, Education, Experience, Pay, Communication.

INTRODUCTION:

This paper explores the force of experience and education level on the satisfaction related to job. For many years researchers have examined relationships between organizational properties, attitudinal and behavioural responses of employees. Empirically, organizational attributes have regularly been assessed by the content and background dimension of the work setting. Categorization of the task content has often been scored by the level of job enrichment, while the place of work structural properties has often been determined by the extent of centralisation and formalization (Aiken and Hage, 1968; Brass, 1981). Several researchers have reported how the content of the task (e.g. skill, identity, significance, feedback and autonomy) can be changed or customized to influence the motivation of the person at work (Hackman and Lawler, 1971). Understanding about the associations between the organizational structural context and motivation, and how these associations are helpful to job satisfaction and organizational commitment have been developed and widely accepted (Buchanan, 1974; Pierce *et al.*, 1979). The researchers have identified lot of relation related to job context and structural properties but a few researchers have identified the direct relation of job satisfaction with demographic variable like experience, education. Although who have find such relation are in U-shaped. This research is a further contribution to demographic studies.

Demographic variables play an important role in the behavioural studies. These are widely used in the studies of turnover and absenteeism. Demographic variable are the societal aspect for an individual. Tenure, age, gender, education and job levels are the 5 most cited demographic variables by the Mowday et al & Mobley models (1982). The literature speculates that older worker will differ in performing ethicality business activity (Kholberg, 1984). Ones, Viswesvaran, & Schmidt, (1993) proposed an empirically evidence that younger workers score low in truthfulness tests perhaps due to youthful in discretion and commotion. This is due to; older workers are more mature, less precipitate and more practical about their prospect (Cleveland & Shore, 1992). There are plentiful literature exists that older worker perform more ethically rather than new comers (Ruegger & King 1992, Callan 1992, Serwinek 1992). They all support the older age ethicality but didn't raise the question what are the reason behind this, is that due to satisfaction that drive from job which they are perform or the aspects of job satisfaction threw which they are able to satisfy their need. Some researcher try to link various aspect related to development with age and experience, experience with older worker and be age and perceived organisational support (Rhodes 1983, Rosen & Jerdee 1976a, 1976b; Rosen, Jerdee & Lunn, 1981).Becker (1960) measured age and tenure as the imperative antecedents of organisation commitment and job satisfaction . The relation between age, job satisfaction and commitment found positive in numeral studies (Salami, 2008). But all the studies have not confirmed this association (Chughtai & Zafar, 2006; Iqbal, 2010). Employee with long experience with the same organisation tends to more liable and found more difficulty to shift job from one to another due to emotional attachment with the organisation. This show an affective commitment and satisfaction of an employee towards organisation (Mathieu & Zajac, 1990; Meyer et al., 2002;).

Escalating educational level is likely to be allied with more diverse cognitive processing. Green berg (1990) argues that veracity perceptions are more salient for educated workers than for semi-skilled workers. Rest & Thoma, (1985) also posits that level of education is also a foundation of logic building. While less education viewed taking gifts and favours to less unethical Browning and Zabriskie (1983). These finding locate a relationship between perceived ethicality and education level are supported by Lane et al.(1988). Mathieu & Zajac (1990) has acknowledge demographic variable such as age, sex, job level, education and organisation experience as a potential predictors of organisation commitment and job satisfaction. Age is basically a gauge of time which may from a sequential indicator. Johns (2001) noted that time often substitutes for appropriate changes by emphasizing the significance of context in interpreting attitudes and behaviour. Research evidence suggested that a person who stays in an organisation for a long period of time is likely to become emotionally attached to the organisation (Riordan, Griffith, & Weatherly, 2003). The widespread evidence recommended that age and job satisfaction are significantly related, although it is unclear that what kind of relationship it has. Some studies like Cohen (1993) found a U-shaped behaviour among the age and job satisfaction. Practical support tremendously ropes a positive linear relationship between chronological age and global facet job satisfaction (Herzberg, Mausner, Peterson, & Capwell, 1987; Rhodes, 1983). This indicates that older employees are generally more satisfied with their job than younger employees, a finding that holds across different types of organizations, among white and blue-collar workers, across genders (Rhodes, 1983) and education levels (Herzberg et al., 1987). Research in organizational behaviour suggests

that there are age norms. Age norms are extensively shared judgments of the benchmark or typical ages of individuals holding a position (Lawrence, 1988).

Experience demonstrates the total of time an employee in the job. It is clearly indicated that an experienced employee can recognise their job in a better way rather than an inexperienced one. So, there is a lot of chance for an experience person to contain injury at job. The concept of expertise and sensitivity of hazards dictates that experience should have negative relation with work injury. But Cooper and Phillips (2004) found that there exists important association between tenure and injury risk perception. . Huang et al. (2006) originate that protection organize is negatively related with work injury. But contradictory to this Maiti and Bhattacharjee (1999), Breslin et al (2007) found no relation. There are very few studies available that shows that experience matters at different level for job satisfaction. To find out the answer of the question, is experience with different level groups leads to job satisfaction or not.

In its most basic sense, job satisfaction is a positive emotional state resulting from evaluating one's job experiences. Job satisfaction has many dimensions. Commonly noted facets are satisfaction with the work itself, wages, and recognition, rapport with supervisors and co-workers, and chance for advancement. Each dimension contributes to an individual's overall feeling of satisfaction with the job itself, but the "job" is defined differently by different people. Locke (1976) give a comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. Job satisfaction is defined more specifically in the literature, and several theorists have generated their own workable definitions. Smith et. al. (1969) defined job satisfaction as the emotions of an individual have about his or her job. Vroom (1982) defined job satisfaction as workers' touching orientation toward their current job roles. Similarly, Schultz (1982) stated that job satisfaction is essentially the psychological nature of people toward their work. Siegal and Lane (1982) stated simply that job satisfaction is a reaction defining the amount to which people like their job. Lofquist and Davis (1991), defined job satisfaction as "an individual's positive affective reaction of the target environment...as a result of the individual's appraisal of the extent to which his or her needs are fulfilled by the environment" (p.27). By the above definitions provide by various researcher it is clearly estimated that job satisfaction is an attitudinal behaviour which comes across against job by the various demographic variable. This paper concentrates on the only two demographic variable experiences with the organisations and education level of employee. Thus the above literature leads us to hypothesize

H1: There is a significant difference between job satisfaction of Post graduates and under graduates.

H2: There does exist a significant difference between job satisfaction of different experience groups.

RESEARCH METHODOLOGY:

DATA COLLECTION:

The data for this study were drawn from middle and senior level managers through convenience sampling. Some training session also has been conducted to obtain the data for the study. Few online filled questionnaires also have been considered for the survey. The frame from which the firms were selected was turnover, which is more than 100 crores per annum. A total 250 set of questionnaire has been distributed, out of which 180 has been received, at last 160 found suitable for the study.

MEASURE:

Job satisfaction was assesses by using a scale of Spector's (1985) Job Satisfaction Survey (JSS). The instrument measures an individual's job satisfaction on the dimensions of Pay (satisfaction with pay and pay raise) e.g. Raise are too few and far between, Promotion (satisfaction with promotion opportunities) e.g. I am satisfied with my chances for promotion, Supervision (satisfaction with the person's immediate supervisor) e.g. I like my supervisor, Benefits (satisfaction with fringe benefits Etc.) e.g. The benefits we receive are as good as most other organisations offer, Reward (satisfaction with reward (*not necessarily monetary*) given for good performance) e.g. When I do good job, I receive the recognition for it that should receive, Operating procedure (satisfaction with the rules and procedure) e.g. Many of our rules and procedure make doing a good job difficult, Co-worker (satisfaction with colleagues) e.g. I like the people I work with , Work-itself(satisfaction with the type of work done) e.g. I like doing the things I do at work, Communication (satisfaction with the

communication within the organisation) e.g. Communication seems good within this organisation. The scale is a 5 point likert scale, which responses ranges from 1 = Disagree very much to 5= Agree very much. The all 9 dimension consist 36 items, 4 for each. Some reverse scoring items also exist in the measure. There score has been reverse for the accurate computation of the response of the respondent.

RESULTS:

Correlation, T-test, ANOVA were employed on the collected data to find out the answer of research questions and to achieve the research objectives. Correlation was used to find out the association of various dimensions with job satisfaction. Independent sample t-test was employed when objectives was to compare the mean score of two different groups, in this case, educational level under graduate and post graduate. One way ANOVA was used to compare the job satisfaction level at different level of experience, in this case 3 groups has been formed on the bases of experience in years 0-8, 9-16, and 17 onward.

Table 1: Subgroup Demographics

Experience	N=160	0-8	58
		9-16	42
		17 onward	60
Education	N=160	Post Graduate	90
		Under Graduate	70

Source- Primary response

Correlation result (table.3) shows mostly all the dimensions have a strong association with satisfaction related to the job which is ranges from .51 to .78. Results also shows that communication (.787**) is the most associated dimension with job satisfaction. Where operating procedure (.145) of the organisation the least associated dimension with job satisfaction of an employee. A significant association also found within the dimensions of the job satisfaction.

Table 2: Descriptive & Correlation result

	1	2	3	4	5	6	7	8	9	10	Mean	SD
Pay (1)	1										3.30	0.57
Promotion(2)	.358**	1									3.17	0.73
Supervision(3)	.291**	.448**	1								3.59	0.75
Benefits (4)	.212**	.191*	.232**	1							3.09	0.85
Rewards (5)	.224**	.318**	.294**	.258**	1						3.14	0.64
Operating procedure(6)	.134	-.039	.167*	.176*	.196*	1					2.86	0.58
Co worker(7)	.109	.207**	.303**	.182*	.148	.014	1				3.39	0.75
Work itself(8)	.348**	.432**	.462**	.247**	.257**	.175*	.381**	1			3.76	0.75
Communication (9)	.384**	.450**	.496**	.274**	.372**	.049	.387**	.612**	1		3.34	0.78
JS (10)	.518**	.653**	.666**	.557**	.574**	.145	.543**	.706**	.787**	1	29.68	3.76

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

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

Table 3: ANOVA & T-test Results

Variable	ANOVA Result		T-test Result	
	F	Sig	T value	Sig.
Job Satisfaction	.941	.392	-1.330	.185
Dimensions				
Pay	5.107	.007	-1.685	.094

Promotion	.064	.938	-.362	.718
Supervision	.858	.426	.960	.338
Reward	1.443	.239	.344	.741
Benefits	2.183	.116	.331	.732
Operating procedure	4.161	.017	-.013	.990
Co-worker	1.505	.225	.865	.389
Work-itself	3.048	.050	-1.626	.106
Communication	3.712	.045	-2.158	.032

Source –Primary Response

The (table-3, ANOVA) results shows that there is no significant difference ($f=.941$, $p>.05$) exist between in various experience groups (in years 0-8, 9-16, and 17 onward) related to job satisfaction. And further t-test reveals that there is no significant different ($T= -1.330$, $p>.05$) exist between educational (UG, PG) level rated to job satisfaction. So, our hypotheses are not supported by study results.

DISCUSSION:

The aim of the present study was to investigate how demographic variables, especially experience and educational level, effect job satisfaction. The study reveals that there is no significant difference in different experience groups as to job satisfaction. But to understand the basic thing that is there any dimension (Pay, Promotion, Supervision, Reward, Benefits, Operating procedure, Co-worker, Work-itself, Communication) of job satisfaction create any difference in existing experience groups. Further study reveals that pay (.007), operating procedure (.017), work-itself (.50) and communication (.045) have the significant difference of experience in context of job satisfaction. The reason behind this may be for pay, when an employee start with any organisation his psychology will be difference like, he concentrate on his performance only. At this stage he may negotiate with low salary but as the time goes on he get familiar with organisation and got a plentiful experience his salary expectation must have increase. Operating procedure are the rules and regulations of the organisation. At the entry level an employee may be not like the procedure of organisation due to non attachment with the same organisation. The study results are align the previous studies (Ruegger & King 1992, Callan 1992, Serwinek 1992) in which older worker are more faithful to organisation rather new comer. Work itself is type of work done by employee. At the starting point employee may not like his work but as he found him more proverbial with the work he is doing, then his thinking criteria will be differ from the previous experience. Communication plays an important role in analysing the satisfaction of an employee because a good communication system cam flows all the rule and regulation at the very first stage. At initial he/she may have some objections but by the time employee got indulge with it and that makes a difference. The results clearly align of the previous study (Dooren et al., 2001) imply that management communication strategies can determine the job satisfaction of Australian telecommuters. But in current scenario (Skoglund & Skoglund, 2005) described as attitudes based on a lack of knowledge, how ageing can affect (positively as well as negatively) work ability. Managers in general tend to chew over younger persons as bendier and more open to change. In previous studies in Indian context (Viswesvaran & Deshpande, 1998) also support somehow to our study result in that studies the direction of the differences did not vary across the dimensions' of job satisfaction. The results reported here raise the prospect of demographic differences in the acuity of ethical behaviours generalising across cross cultural con texts. That the perceived ethicality of various business practices differs across gender, age, and education level, suggests the possibility of Miscommunication and ensuing litigations. As the demographic composition of the work force changes, such differences will command greater attention of human resource managers and consultants. The result present studies also discuss the difference at education level between UG & PG and found no significant differences in context to job satisfaction. Only single dimension communication shows the significant difference might be due to the reason that a Post graduate employee may have a good communication skill rather than a under graduate. Although overall job satisfaction is not effected by experience and educational level, but the few dimensions have significance difference on same demographic variable. This might be due to expectation of employee at different level.

CONCLUSION:

A demographic study always demonstrates human behaviour and expectations at different level. The results of the present study indicate that there is a need to take into account changes in the job satisfaction antecedent associated with experience and educational level. The present study reveals that a small number of dimensions (pay, operating procedure, work-itself and communication) have significant difference in different educational and experience group. The reasons behind that these dimensions may affected by experience and education. So further studies may be conducted to find out the relation for the same and can find out the difference on the bases of experience and education. This study is witnesses' linkage of job satisfaction with experience and education in tiny association but not for whole. So, in future similar studies on the same matter can be carried out to find out more relationship of experience and education with job satisfaction. Our study will contribute to existing literature of demographic studies of job satisfaction.

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