

# JOB SATISFACTION-A CASE STUDY OF WORKING WOMEN OF SOLAN CITY (HP)

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Job satisfaction has a great significance for the proper functioning of an organisation. Greater job satisfaction may lead to a more effective functioning of the individual and the organisation as a whole. Sinha (1974) has rightly evaluated not in terms of goods turned out the productive efficiency and the profit it brings but also in terms of the satisfaction that the participants derive from it. Performance of an individual is largely affected by the satisfaction one experiences with the job. Job satisfaction usually leads to qualitative and quantitative improvement in performance. Satisfaction in job induces motivation and interest in the work. Job the satisfaction has been attracting the attention of social scientists or researchers since decades particularly in the industrial sectors. But in various development and public sectors, very few attempts have been made to investigate this crucial aspect. Keeping this in view, the present study entitled "Job Satisfaction-A Case Study of Working Women of Solan City (HP)" was undertaken with the following specific objectives :

1. To study the socio-personal profile of working women of Solan city.
2. To find out the level of job satisfaction of working women.
3. To study the relationship between working womens selected socio-personal traits, and their level of job satisfaction.

## METHODOLOGY :

The study was conducted in purposively selected in Solan city (H.P.) because of diversity of employees and researchers' familiarity with the area. A list of women working in various private and public sectors was prepared. A random sample of 100 working women was taken by using random number table, but due to certain unprecedented reasons the data could be collected only from 72 working women for the purpose of the present investigation. The data were collected with the help of a pre tested interview schedules by personal interviews techniques and analysed by applying suitable statistical tests. Respondent's level of job satisfaction was taken as dependent variable while age, education, marital status, parent's/spouse's educational status, monthly income, experience in the present and other institutions, position of respondents in the institution and attitude were taken as independent variables.

**Job satisfaction** is generated by individual's perceptions of how well their job, on the whole, is meeting their various needs. It may contain extrinsic and intrinsic motives in meeting the needs of employees. In other words, it refers to the perception of a working woman to the degree 'her' important needs are satisfied by the job. But for the present study, job satisfaction has been conceptualized as favourable attitude of respondents towards different aspects of their job, other colleagues/workers, superiors, self identification with the organisation and its goal. **Attitude** refers to the degree of positive or negative effects associated with some psychological object (Thurstone, 1946). For the purpose of present study, it has been conceptualized as the degree of respondent's feeling of positive or negative effects towards their job. A respondent who expressed positive effect or feelings for her job was considered to like the job or to have a favourable attitude towards it, and vice-versa. Attitude and job satisfaction were measured with the help of 'Likert Type Scales' developed for the purpose as per the criteria laid down by Edwards (1969). On the basis of their mean score on job satisfaction and Standard Deviation (SD) the respondents were divided into three categories as under :

1. Asstt. Prof., Exten. Edu.,
2. Info. Officer, Info. Centre.,
3. Asso. Prof., Agri. Eco., Dr. Y.S. Parmar U.H.F., Solan, HP.

Level of job satisfaction	Fully satisfied	> Mean + Standard Deviation
	Somewhat satisfied	= Mean ± Standard Deviation
	Not satisfied	< Mean – Standard Deviation

## RESULTS AND DISCUSSION :

**Socio-Personal Profile of the Working Women :** The data presented in Table 1. reveal that a significant percentage of respondents were married (90.28%), post-graduate (44.44%), employed in government sector (59.72%) and in the age group of 31 to 40 years. While 34.72 per cent of them had graduate fathers, 13.89 per cent had graduate mothers. A substantial

**Table 1. Socio-Personal Profile of the Working Women**

S.No.	Traits	Category	Respondents	
			Number	Percentage
1.	Age (years) :	(18-30)	24	33.33
		(31-40)	31	43.06
		(Above 40)	17	23.61
2.	Education :	Illiterate	1	1.39
		Higher secondary	18	25.00
		Graduate	21	29.16
		Post Graduate	32	44.44
3.	Marital Status :	Married	65	90.28
		Unmarried	7	9.72
4.	Institutional Status :	Private	16	22.22
		Public	13	18.06
		Government	43	59.72
5.	Monthly income (Rs) :	Up to 5,000/-	4	5.56
		5,001 to 10,000/-	13	18.06
		10,001 to 15,000/-	15	10.83
		above 15,000/-	40	55.55
6.	Experience (years) :	(a) In the present institution		
		up to 10 years	47	65.28
		11 to 15 years	13	18.06
		16 to 20 years	5	6.94
		above 20 years	7	9.72
		(b) In the other institution		
		up to 10 years	52	72.22
11 to 15 years	20	27.78		
7.	Position in the institution :	Managerial	6	8.33
		Ministerial		
		(a) higher grade	17	23.61
		(b) lower grade	15	20.83
		Teaching	34	47.22
8.	Parent's/Spouses' educational status (Number and percentage)	Illiterate		
		Higher Secondary		
		Graduate		
		Post Graduate		
		Mother's education	14 (19.44)	43 (59.72)
Father's education	10 (13.69)	24 (33.33)	25 (34.72)	13 (18.06)
Spouse's education	—	13 (20.00)	23 (35.38)	29 (44.61)

**Note :** Figures in parentheses denote percentage : percentage of the working women (47.22%) were teachers having work experience of upto 20 years (60%), with their husbands either graduate or post graduate (80%). However, it was disappointing to note that only 8.33 per cent of them were at managerial posts.

Women in our society are still regarded as inferior to men, and the latter like to accept them in subordinate positions.

**Respondent's Level of Job Satisfaction :** It is a well recognised fact that there is a positive correlation between job satisfaction and job performance of an individual. The data in Table 2. clearly indicate that one third of the respondents were fully satisfied with their jobs. While

13.88 per cent of them were somewhat satisfied with their jobs. This seems to be natural as women have to play multiple roles in our society. In addition to official duties, she has to perform familial roles of a wife, mother and homemaker. These finding were in conformity with those of Tyagi and Tripathi (1996) who revealed that only 27 per cent of scientists and 17

S. No.	Level of Job Satisfaction	Number	Percentage
1.	Fully satisfied	22	30.56
2.	Somewhat satisfied	40	55.56
3.	Not satisfied	10	13.88
<b>Total</b>		<b>72</b>	<b>100.00</b>

per cent of extension personnel had high level of satisfaction with their job. Kumar and Dhaliwal (1998) also reported that a majority of the respondents were not satisfied with their job. The researchers suggested that besides making the job attractive, the employers should make efforts to improve the working conditions to raise the level of job satisfaction of the employees.

**Respondents' age and job satisfaction :** A perusal of data in Table-3 has revealed that

Level of Job satisfaction	Age (years)			Total No.
	18-30	31-40	above 40	
Fully satisfied	25.00	25.81	47.06	22
Somewhat satisfied	66.67	64.52	23.53	40
Not satisfied	08.33	09.67	29.41	10
<b>Total (%)</b>	<b>100</b>	<b>100</b>	<b>100</b>	
<b>Number</b>	<b>24</b>	<b>31</b>	<b>17</b>	<b>72</b>

the percentage of the respondents fully satisfied with their job was maximum (47.06%) in the age group of above 40 years. These who were not satisfied with their job were 29.41 per cent (above 40 years) age group, 9.69 per cent (31 to 40 years group) and 8.33 per cent in the age group of 18 to 30 years. Generally it has been observed that the older employees more or less get settled in the

life and do not want to be get disturbed even if they are promoted in the remote places and are offered more challenging jobs.

**Education and Job Satisfaction :** It is evident from the figures in Table 4 that a majority of the post graduate respondents (62.50%) were somewhat satisfied with their job.

The percentage of the respondents who were fully satisfied with their job was maximum (55.56%) in the respondents who were higher secondary passed. Highly educated persons are generally found to be ambitions with a competitive feeling to excel in various jobs and often remain in search of better opportunities. This might be the reason why a majority

Level of Job satisfaction	Educational Status				Total No.
	Illiterate	up to HS	Graduate	P.G.	
Fully satisfied	100.00	55.56	23.81	18.75	22
Somewhat satisfied	—	33.33	66.67	62.50	40
Not satisfied	—	11.11	09.52	18.75	10
<b>Total (%)</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	
<b>Number</b>	<b>1</b>	<b>18</b>	<b>21</b>	<b>32</b>	<b>72</b>

**Note :** HS denotes Higher Secondary

of the post graduate respondents were not satisfied with their job.

**Marital Status and Job Satisfaction :** A cursory look on the data in Table-5 have indicated

that more than four-fifth (87.69%) of the married working women were either fully satisfied or somewhat satisfied with their jobs. However, 12.31 per cent of them were not satisfied with their jobs.

Although employed women spend the same amount of time outside the home as their husbands, even then they are expected to accomplish all the household work and family obligations. Cook (1975) had also reported that married women whether employed or not, get little assistance in housework from their husbands. They also carry the major responsibility for the care of their children. Dahiya and Gupta (1993) also found that there was reluctance on the part of husbands to perform or help in strictly female oriented tasks like food preparation, washing of clothes etc. Hence, this domestic burden might have certainly affected their job satisfaction.

**Table 5. Respondent's level of job satisfaction with respect to their marital status (Per cent)**

Level of job satisfaction	Marital Status		
	Married	Unmarried	Total No.
Fully satisfied	32.31	14.86	22
Somewhat satisfied	55.38	57.14	40
Not satisfied	12.31	28.57	10
Total (%)	100	100	
Number	65	7	72

**Institutional Status and Job Satisfaction :** It is apparent from the data presented in Table-6 that a majority of the respondents serving in the government institution/organisation were

**Table 6. Respondent's level of job satisfaction with respect to their institutional status (per cent)**

Level of job satisfaction	Institution Status			Total No.
	Private	Public	Government	
Fully satisfied	50.00	15.38	27.91	22
Somewhat satisfied	37.50	38.46	67.44	40
Not satisfied	12.50	46.15	04.65	10
Total (%)	100	100	100	
Number	16	13	43	72

Note : Figures in parentheses denote percentage.

fully to somewhat satisfied with their job. Only 4.65 per cent of them were not satisfied compared to their counterparts of 46.15 per cent in public and 12.50 per cent in private organisations who were not satisfied with their job.

The status of the institution plays a significant role in the job satisfaction because considerable discrimination may exist in opportunities, facilities and prevailing organisational environment in

the institution which is an unhealthy situation and may adversely affect job satisfaction.

**Position in the Institution and Job Satisfaction :** Position/post of the employee in an institution determines his or her level of job satisfaction upto a greater extent. This has been shown from the data in Table-7 that none of the respondents in the teaching line was dissatisfied with her job. Similarly, none of the respondents serving in the managerial position was found to be dissatisfied with her job. However, out of total 32 women, working as ministerial/clerical staff, 65.09 per cent were not satisfied with their job.

**Table 7. Respondents' level of job satisfaction with respect to their position in the institution.**

Level of job satisfaction	Position in the Institution (Per cent)				Total Number
	Managerial	Ministerial		Teaching	
		UG	LG		
Fully satisfied	66.67	17.65	13.33	38.23	22
Satisfied	33.33	70.59	33.33	61.77	40
Not satisfied	—	11.76	53.33	—	10
Total (%)	100	100	100	100	
Number	6	17	15	34	72

Note : UG denotes Upper Grade; LG denotes Lower Grade

**Experience in Job and Job Satisfaction :** A perusal of the data in Table-8 has clearly revealed that all the respondents having experience up to 10 years in the present organisation were fully satisfied to somewhat satisfied. More than four fifth of the respondents who had the same experience in other institutions were either fully or somewhat satisfied with their job. The

percentage of the respondents having 11 to 15 years experience each in the present institution and other institution and not satisfied with their job were more or less the same. However, 42.86 per cent of the respondents with 20 years of experience in the present institution/organisation were not satisfied with their job. Tyagi and Tripathi (1996) reported that respondents' age and experience in job had negative but non significant relationship with job satisfaction. An employee with rich experience of many years may become over ambitious and remain in search of such an organisation which can provide him better salary, more perks and amenities, and thus, they may not derive much satisfaction out of their present job.

**Table 8. Respondent's level of job satisfaction with respect to their experience in the job.**  
(Per cent)

Level of job satisfaction	Job Experience (years)				Total Number
	up to 10	11 to 15	16 to 20	>20	
(a) Present institution :					
Fully satisfied	34.04	30.77	—	28.57	22
Somewhat Satisfied	65.96	53.85	—	28.57	40
Not satisfied	—	15.38	100.00	42.86	10
<b>Total (%)</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	
<b>Number</b>	<b>47</b>	<b>13</b>	<b>5</b>	<b>7</b>	<b>72</b>
(b) Other institution :					
Fully satisfied	32.69	25.00	—	—	22
Satisfied	53.85	60.00	—	—	40
Not satisfied	13.46	15.00	—	—	10
<b>Total (%)</b>	<b>100</b>	<b>100</b>	<b>—</b>	<b>—</b>	
<b>Number</b>	<b>52</b>	<b>20</b>	<b>—</b>	<b>—</b>	<b>72</b>

**Monthly Income and Job Satisfaction :** Adequate salary/monthly income is one of the

most important factors affecting the level of job satisfaction. It is evident from the data in Table 9. that none of the respondents who were getting more than 10,000/- Rs. per month was dissatisfied with her job. Against this, 75 per cent of the respondents who were getting upto 5,000/- Rs. per month; and about 54 per cent of those who had monthly income in the range

**Table 9. Respondent's level of job satisfaction with respect to their monthly Income (Per cent)**

Job satisfaction	Monthly Income (in thousand)				Total No.
	<5	5-10	10-15	>15	
Fully satisfied	—	07.69	20.00	54.00	22
Satisfied	25.00	38.46	80.00	55.00	40
Not satisfied	75.00	53.85	—	—	10
<b>Total (%)</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	
<b>Number</b>	<b>4</b>	<b>13</b>	<b>15</b>	<b>40</b>	<b>72</b>

of 5,000 to 10,000 Rs. were not satisfied with their job.

These findings were in agreement with those of Rahad *et al* (1996) who reported that job security and advancement, adequacy of salary, physical condition of work and social status attached to the job were positively and significantly related to the job satisfaction.

**Spouse Education and Job Satisfaction :** An apparent look on the data in Table 10. has revealed that of the respondents with their husbands having education upto higher secondary about 54 per cent were somewhat satisfied while 46 per cent were not satisfied with their job. One of the reasons for their dissatisfaction could be the pressure to perform better and get better salary/positions knowing the fact of their husband's low education.

However, none of the working women whose spouses were post graduate was dissatisfied with her job. This might be due to the fact that these working women were quite optimistic

about the bright future of their husbands and hoped that they might be adjusted sooner or later in some private or government jobs (if not already in job). This positive attitude might have been quite helpful in creating positive perception among the working women towards their own job and hence more job satisfaction.

**Table 10. Respondents' level of job satisfaction with respect to their spouse's education (Per cent)**

Level of job satisfaction	Spouse's/husband education			
	up to H.S.	Graduate	P.G.	Total No.
Fully satisfied	—	39.13	41.38	21
Somewhat satisfied	53.85	52.17	58.62	36
Not satisfied	46.15	08.69	—	8
<b>Number</b>	<b>13</b>	<b>23</b>	<b>29</b>	<b>65</b>

**Relationship between Respondent's Socio-Personal Traits and Job Satisfaction :-**

In order to determine the combined effect of various socio-personal traits on job satisfaction,

**Table 11. Correlation coefficients between respondent's socio-personal traits and job satisfaction**

Sl. No.	Traits	Correlation coefficient
1	Age	0.2824*
2	Education	- 0.0293
3	Mother's education	- 0.0144
4	Father's education	- 0.0502
5	Spouse's education	0.3022*
6	Marital status	0.2599*
7	Monthly income	0.3288**
8	Institutional status	0.1812
9	Position in the institution	0.0445
10	Experience in other institution/job	0.1671
11	Experience in the present institution	0.1887
<b>Multiple correlation coefficient = 0.5838**</b>		
* Significant at 0.05 level of probability		
** Significant at 0.01 level of probability		

correlation coefficients were computed and the result are presented in Table 11. It is apparent from the data that there was a positive and significant correlation between age ( $r=0.28$ ), spouse education ( $r=0.30$ ), marital status ( $r=0.26$ ), monthly income ( $r=0.33$ ) and attitude ( $r=0.47$ ) with the job of the working women. However, the variables like education, mother's education, father's education, institutional status, position in the institution, experience in the present and other institutions were found to have no significant correlation with the respondent's job satisfaction. The multiple correlation coefficient of 0.58 was found to be significant at 0.01 level of probability. These findings were in consonance with those of Kuraria *et al* (1997) who reported that there was a positive and significant relationship of age, education, caste social participation, political contact and training obtained with role performance.

CONCLUSION :

It can be concluded from the study that women with the increasing age intend to settle in life rather than frequently changing jobs and, thus, get contented with their present positions. This in turn, develops in them a better perception towards their job. Government job coupled with adequate monthly income (salary) make them feel more secure as compared to private job where there is no job security. The working women with highly qualified husbands feel morally and psychologically strong minded than other. The study implies that efforts should be made to enhance the involvement of working women in their work. A very much job involved person would be more punctual, regular in work, stick to the task and prefers to do work without delay.

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