

Examining Determinants of Employee's Job Satisfaction: A Demographic Analysis

Dr. S.K. Kaushal

Assistant Professor, Lucknow University

Gurvinder Kaur

SRF, Lucknow University

Rakesh Kumar

SRF, Lucknow University

Abstract

Employee diversity is a vital organization resource. The challenge faced by organizational leaders is to 'replace the cookie-cutter approach to dealing with human differences. Effect of changing demographics in the workplace on level of job satisfaction, productivity and performance are the dimensions examined in this research study. The satisfaction or dissatisfaction of employee is caused by many factors such as – salary, work-environment, co-worker's support, promotion policy, potential of career growth etc. The present study takes into account these factors to determine employee's behavior so as to test job satisfaction on various demographic variables such as, gender, age, education, marital status and experience etc. Data for present study was collected using a structured questionnaire from 261 employees working in MSME (Micro, Small & Medium Size Enterprise) sector in western U.P. Results show the impact of demographic variables on some of the determinants of job satisfaction. Managerial implications of study are discussed in the paper.

Key Words: Job Satisfaction, Age, Gender, Work Experience

92

I. Introduction

An employee is “a person who works for another in return of financial or other compensation” (Muhl, 2002). Many times employee become discouraged with their jobs and design that include high stress, lack of communication within the company, lack of recognition, or limited opportunity for growth. Management should actively seek to improve these factors if they hope to lower their turnover

rate. Many authors are interested in the problem of knowing the level of job satisfaction because if understood, it results in improving efficiency and creativity, improving the quality of working life in the organization, improving the competitive advantage and the company's overall success. Job satisfaction is a very important construct in vocational psychology, and relates to the degree to which an employee feels satisfied by his or her work. According to O'Reilly (1991) and Staw

(1984), job satisfaction is one of the most widely studied construct in organizational behavior. Hulin and Smith (1965) emphasized that age, tenure, and satisfaction were unlikely to be similarly interrelated under all conditions of all individuals.

Happock (1935) proposed an early and widely used brief measure of job satisfaction, and defined job satisfaction as “any combination of psychological, physiological or environmental circumstances that causes a person truthfully to say, I am satisfied with my job”. Spector (1996) contends that job satisfaction is not only how people feel about their jobs overall but also how they feel about various facets of the job.

Herzberg’s two factor theory is based on the experiment on employees. The employees were asked to identify those situations that lead to satisfaction and dissatisfaction. The result showed that job satisfaction was associated with positive intrinsic sources and that related to the content of the job which Herzberg termed motivators. On the other hand, job dissatisfaction stemmed from negative extrinsic sources relating to the context of the job which he labeled as hygiene factors (Torrington and Hall, 1991).

II. Literature Review

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. Personal characteristics of the employees, or the term demographic data, as often used in the literature, combined with the key aspects of the employee satisfaction and motivation enable the formation of valid and reliable instrument for measuring motivation and satisfaction. In such a way, very important data for finding new solutions and improvements are becoming accessible (Weiss et al., 1967; Smith et al. 1969; Cammann et al., 1983; Bowling and Hammond, 2008).

The study here comprises with the five demographic factors of employees namely gender, age, educational background, work experience, and marital status.

Gender

The research on gender and satisfaction has provided mixed evidence. Vecchio (2000) says rising expectations of women in the workplace will result in differences in job satisfaction between the genders.

Spector (1996) studied the gender differences and also found certain differences. On the other hand, McCullough (1974) claim that there is no evidence that gender affects satisfaction. According to Benton and Halloran (1991), previously men had a

higher degree of satisfaction but this has weakened because of equal opportunities for employment and advancement. For women, however, co-workers and working conditions are more important factors than they are for men.

The study in the financial service sectors found that female professionals were more satisfied than their male counterparts (DeVaney and Chen, 2003). According to the study of Bohloko, 1999) job satisfaction for males is higher than the females in the academic staff at education colleges.

Age

Various studies revealed the relationship of age with respect to job satisfaction. It is generally believed that job satisfaction increases linearly with age. Some empirical evidences show that the relationship is U-shaped, declining from a moderate level in the early years of employment and then increasing steadily up to retirement (Clark et al., 1996). Several authors examined how age may affect outcomes such as work attitudes (Gaillard and Desmette, 2008), work motivation (Kanfer and Ackerman, 2004), personal initiative at work (Warr and Fay, 2001), and training and development activities (Greller and Simpson, 1999; Maurer et al., 2003). On the other side studies show the positive linear, negative linear or no significant relations (Bernal, Synder and

McDaniel, 1998). The study done by Spector (1996) shows that, old workers were more satisfied than young workers with their jobs.

The study of academic staff at education colleges in the Orange Free State provides support for this proposition. The study revealed that satisfaction did increase with age for this group of professional workers. Fabra and Camison (2009) studied the relation of educational level and satisfaction with work. Clark et al. (1996) examined the influence of employee's age on satisfaction with work.

Warr (2008) examined the influence and significance of demographic factors (sex, age, type of employment contract and level of education) on certain values, as well as on satisfaction and motivation.

Educational Background

Educational background and level of job satisfaction go together and establish relationship. Educational background of the sample respondents in this study goes from uneducated to post graduation. In another study educational background was taken as criterion then it has been seen that librarians having degree show high job satisfaction. Further educational level of extension faculty, Andrews (1990) discovered a relationship between educational level and job satisfaction. However, Bowen et al. (1994) and Griffin (1984)

found no such relationship. For educational industry Berns (1989) discovered that a teacher's educational level also affects his or her overall job satisfaction level. A teacher with a master's degree was more satisfied with his or her teaching position than a teacher with only a bachelor's degree.

Work Experience

Job experience model by Katz (1980) proposed that the determinants of job satisfaction are likely to vary systematically with work experience. This model thus suggests that employee reactions (eg. job satisfaction) are not only job specific, but also time dependent. White and Spector (1987) suggest effect of age on job satisfaction which is indirectly acting through other variables. This suggests that among other things, older employees are more satisfied not only because they are getting more out of what they want (salary, perks) but also due to their long work experience.

Bedeian, Ferris and Kacmar (1992) found that work experience was a more consistent predictor of job satisfaction than age. On other hand Benton and Halloran(1991) state that work experience follows a similar U-shaped pattern as age. Initially satisfaction is high, followed by a decline during the first year of employment. This remains low for several years before increasing.

Marital Status

The literature review shows that there is limited research conducted on this area. But existing studies consistently indicate that married employees are more satisfied with their jobs than unmarried (Austrom et. al. 1988; Federico et. al. 1976; Garrison and Muchinsky 1977; Watson 1981). On the contrary Fetsch and Kennington (1997) found a relationship between marital status and job satisfaction levels. They found both divorced and married agents were more satisfied with their jobs than agents who were never married, remarried, or widowed.

III. Objective of the Study

The purpose of present study is to identify key personal factors affecting employee's satisfaction towards job and to conduct a demographic analysis of job satisfaction on these factors.

IV. Methodology

Data was collected using a structured questionnaire which was developed from previous studies. Questionnaire included statements on major determinants of job satisfaction such as, pay, work-environment; co-worker support etc. Employees were asked to rate these statements on five point Likert scale. A sample of total 261 employees was selected from MSME firms located in western U.P. using purposive sampling. Data was analyzed using SPSS. K-S test was used to

check normality in data and non-parametric Mann-Whitney & Kruskal- Wallis test were applied to test the differences in the response of employees on various demographic variables — gender, marital status, age, education and experience. .

V. Findings

A. Respondent's Profile

Table 1 gives information about respondent's general demographic profile. In a sample of total 261, majority of the respondents (87.7%) are male and only 12.3% are female. Majority of respondents were young between 15-25 years (36%) and 26-35 years (33.3%) and 19.9% and 8.4% of the total respondents are between 26-35 and 36- 45 years of age respectively. Only 2.3% of the employees in the sample data were above 55

years of age. Majority of the employees working in MSME firms under study were below intermediate educational qualification (including 8.8% illiterate, 25.3% only up to 8th and 32.6% between 8th -12th). Only 23.8% of the employees were graduates and 9.6% were above graduation. Out of total sample of 261 employees 55.9% were married whereas 44.1% were unmarried. 9.6% of the employees were having work experience less than 1 year and 25.7% were having work experience upto 3 years whereas 23% have up to 5 years. Employees having work experience more than 10 years were 23.8% and more than 10 years were 18% which shows that the sample includes both well experienced and less experienced employees.

Table 1: Demographic Profile

Variable	Category	Frequency	Percentage
Gender			
	Male	229	87.7
	Female	32	12.3
Age (years)			
	15-25	94	36
	26-35	87	33.3
	36-45	52	19.9
	46-55	22	8.4

	Above 55	6	2.3
Education			
	Illiterate	23	8.8
	Up to 8 th	66	25.3
	8 th to 12 th	85	32.6
	Graduation	62	23.8
	Above graduation	25	9.6
Marital Status			
	Unmarried	115	44.1
	Married	146	55.9
Experience			
	Less than 1 year	25	9.6
	Up to 3 years	67	25.7
	Up to 5 years	60	23
	Up to 10 years	62	23.8
	Above 10 years	47	18

B. Employee's Response on Various Factors related to Job Satisfaction

Table 2 gives mean and standard deviation of given statements of 261 respondents. It shows that the mean score of employees response on the pay they received is 2.3716 (S.D. = 0.97852). On a five point Likert scale with 3 as neutral mean score. Below 3 shows that majority of employees

were not satisfied with the pay they receive. Co-worker's support has a score of 3.4866 (S.D.=

1.07274) which shows that employees are satisfied with the behavior of their co-workers. Mean score of employee response on job security is 2.5939 (S.D. = 1.23872) depicting that employees are slightly dissatisfied with the job security. Employees were not happy with company policy

on promotion and performance appraisal (mean = 2.6360, S.D. = 1.24410) and also they were not satisfied with nature of job in terms of variety (mean = 2.7203, S.D. = 1.10346). Employees agree that they get daily supervision from their superiors (mean = 3.1034, S.D. = 1.05649). Respondents were satisfied with regular use of

their skills and knowledge (mean = 3.2299, S.D. = 1.03070). For opportunity to get creative with work (mean = 3.2146, S.D. = 1.11629). Employees are not satisfied with the facility of first aid (mean = 2.6705, S.D. = 1.15636) and also with the time of rest given during the work hour (mean = 2.5824, S.D. = 1.18237).

Table 2: Descriptive Statistics

Statements	Mean	Std. Deviation
The Pay I get for the amount of work	2.3716	.97852
The way my co-worker get along with each other	3.4866	1.07274
Amount of job security	2.5939	1.23872
The company policy on promotion and performance appraisal	2.6360	1.24410
The variety in my work	2.7203	1.10346
Day to day supervision given by your manager	3.1034	1.05649
Regular use of your Skills and Knowledge	3.2299	1.03070
Opportunity to get creative with your work	3.2146	1.11629
The Facility to provide first Aid By your Supervisor	2.6705	1.15636
Total rest in between work	2.5824	1.18237

C.Results of Hypotheses Testing

In order to test the given hypotheses before applying any statistical test, it is essential to check normality of the data. Generally accepted statistical test to check normality is K-S test. The results of K-S test are given in the table 3.

Null Hypothesis: The given data set is normally distributed

Alternate Hypothesis: The given data set is not normally distributed

Since all the p-values (table 3) for all the statements are less than 0.05 ($p < 0.05$), therefore the null hypothesis (that data is normally distributed) is rejected and alternate hypothesis (that data is not normal) is accepted.

Table 3: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
The Pay I get for the amount of work	.318	261	.000	.839	261	.000
The way my co-worker get along with each other	.335	261	.000	.814	261	.000
Amount of job security	.232	261	.000	.888	261	.000
The company policy on promotion and performance appraisal	.174	261	.000	.886	261	.000
The variety in my work	.245	261	.000	.890	261	.000
Day to day supervision given by your manager	.258	261	.000	.861	261	.000
Regular use of your Skills and Knowledge	.301	261	.000	.830	261	.000
Opportunity to get creative with your work	.257	261	.000	.883	261	.000
The Facility to provide first Aid By your Supervisor	.217	261	.000	.887	261	.000
Total rest in between work	.176	261	.000	.867	261	.000

D. Demographic Analysis

Gender

Null Hypothesis: There is no significant difference in the responses of male and female employees on job satisfaction related factors.

Alternate Hypothesis: There is significant difference in the responses of male and female employees on job satisfaction related factors.

test i.e. Mann-Whitney test is applied. The results of non-parametric Mann-Whitney U test are given in the table 4. The results (table 4) shows that difference between male and female employees is found only on the regular use of skill and knowledge ($p=0.001<0.05$) and total rest in between work ($p=0.005<0.05$)

Since the data was not found normal (table 1), therefore in order to test the above hypothesis non-parametric counterpart of independent sample t

Table 4: Mann-Whitney U Test Statistics

	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
The Pay I get for the amount of work	3543.000	4071.000	-.328	.743
The way my co-worker get along with each other	3164.000	29499.000	-1.373	.170
Amount of job security	3342.000	3870.000	-.831	.406
The company policy on promotion and performance appraisal	3023.500	3551.500	-1.647	.100
The variety in my work	3307.000	29642.000	-.931	.352
Day to day supervision given by your manager	3156.000	3684.000	-1.341	.180
Regular use of your Skills and Knowledge	2450.000	28785.000	-3.267	.001
Opportunity to get creative with your work	3560.500	29895.500	-.271	.786
The Facility to provide first Aid By your Supervisor	3600.000	29935.000	-.166	.868
Total rest in between work	2569.500	28904.500	-2.824	.005
Grouping Variable: Gender				

Marital Status

Null Hypothesis: There is no significant difference in the responses of unmarried and married employees on job satisfaction related factors.

Alternate Hypothesis: There is significant difference in the responses of unmarried and

married employees on job satisfaction related factors.

Table 5 shows that the difference between unmarried and married employee's responses was found only in the availability of facility of first-aid ($p=0.045<0.05$)

Table 5: Mann-Whitney U Test Statistics

	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
The Pay I get for the amount i work	7623.500	14293.500	-1.382	.167
The way my co-worker get along with each other	7771.000	14441.000	-1.132	.258
Amount of job security	7514.500	18245.500	-1.501	.133
The company policy on promotion and performance appraisal	8267.000	18998.000	-.217	.828
The variety in my work	7965.000	18696.000	-.741	.459
Day to day supervision given by your manager	7480.000	18211.000	-1.596	.110
Regular use of your Skills and Knowledge	8379.000	19110.000	-.028	.977
Opportunity to get creative with your work	7716.000	14386.000	-1.176	.240
The Facility to provide first Aid By your Supervisor	6860.000	17591.000	-2.625	.009
Total rest in between work	8268.500	18999.500	-.216	.829
Grouping Variable: Marital Status				

Age

Null Hypothesis: There is no significant difference in the responses of employees from different age groups on job satisfaction related factors.

Alternate Hypothesis: There is significant difference in the responses of employees from

different age group on job satisfaction related factors.

Table 6 gives results of Kruskal Wallis test which shows that significant difference exists in the responses of employees from different age group on the factors - The way my co-worker get along

with each other, job security, day to day supervision given by your manager and first aid given by supervisor as the corresponding p-value is less than the threshold value 0.05 whereas on the rest factors it is more than 0.05.

Table 6: Kruskal Wallis Test Statistics

	Chi-Square	d f	Asymp. Sig.
The Pay I get for the amount of work	1.659	4	.798
The way my co-worker get along with each other	10.430	4	.034
Amount of job security	9.609	4	.048
The company policy on promotion and performance appraisal	5.051	4	.282
The variety in my work	3.003	4	.557
Day to day supervision given by your manager	12.667	4	.013
Regular use of your Skills and Knowledge	7.167	4	.127
Opportunity to get creative with your work	2.717	4	.606
The Facility to provide first Aid By your Supervisor	14.489	4	.006
Total rest in between work	4.024	4	.403
Grouping Variable: Age			

Education

Null Hypothesis: There is no significant difference in the responses of employees from different educational background on job satisfaction related factors.

Alternate Hypothesis: There is significant difference in the responses of employees from

different educational background on job satisfaction related factors.

Table 7 gives test statistics of Kruskal-Wallis test which shows that significant difference is found only for the factors - variety in my work and first aid given by supervisor ($p < 0.05$)

Table 7: Kruskal Wallis Test Statistics

	Chi-Square	df	Asymp. Sig.
The Pay I get for the amount of work	3.496	4	.478
The way my co-worker get along with each other	5.362	4	.252
Amount of job security	.946	4	.918
The company policy on promotion and performance appraisal	8.171	4	.086
The variety in my work	11.928	4	.018
Day to day supervision given by your manager	8.664	4	.070
Regular use of your Skills and Knowledge	9.377	4	.052
Opportunity to get creative with your work	4.909	4	.297
The Facility to provide first Aid By your Supervisor	9.767	4	.045
Total rest in between work	7.887	4	.096
Grouping Variable: Education			

Experience

Null Hypothesis: There is no significant difference in the responses of employees having different amount of work-experience on job satisfaction related factors.

Alternate Hypothesis: There is significant difference in the responses of employees having different amount of work-experience on job satisfaction related factors.

The results of Kruskal-Wallis test (table 8) shows that responses of employees having different amount of experience differs only on the factors - policy on promotion and performance appraisal, variety in my work, regular use of your skills and knowledge.

Table 8: Kruskal Wallis Test Statistics

	Chi-Square	df	Asymp. Sig.
The Pay I get for the amount of work	2.477	4	.649
The way my co-worker get along with each other	6.142	4	.189
Amount of job security	7.914	4	.095
The company policy on promotion and performance appraisal	13.320	4	.010
The variety in my work	17.911	4	.001
Day to day supervision given by your manager	1.999	4	.736
Regular use of your Skills and Knowledge	14.991	4	.005
Opportunity to get creative with your work	7.276	4	.122
The Facility to provide first Aid By your Supervisor	8.182	4	.085
Total rest in between work	6.737	4	.150
Grouping Variable: Experience			

VI. Discussion and Implications

The purpose of present study was to identify key factors affecting employee's job satisfaction at work place and to conduct demographic analysis on these factors. Based on the extensive literature review the study identified 10 major factors – pay, co-worker support, job security, company policy on promotion and performance appraisal, variety in my work, day to day supervision given by your manager, regular use of your skills and knowledge, opportunity to get creative with your work, the facility to provide first aid by your supervisor,

total rest in between work, which affects employee's job satisfaction at work place. Demographical analysis gives some interesting and useful findings such as – male and female employees differ on how company uses their skills and knowledge and rest given during work. Difference is found in the perception of married and unmarried employees about the availability of first aid facility provided by the company. Age-wise demographic analysis gives the difference among employees on three factors – coworker support, day to day supervision and facility of first

aid. Difference is also found among the employees from different educational background in their perception about variety in work and availability of facility of first aid. Employees having varying experience have different opinion on company policy on promotion and performance appraisal, variety in work and regular use of skill and knowledge. The study identifies some major determinants of job satisfaction like variety in work, facility of first aid, company policy on promotion and performance appraisal, variety in work and regular use of skill and knowledge which should be taken in to consideration by management of MSME sector while formulating policies for employees.

References

- Abuga, S. M. (2010). Job Satisfaction and Employee Commitment of Fast Food Company X. *Month*.
- Azim, M. T., Haque, M. M., & Chowdhary, R. A. (2013). Gender, Marital Status and Job Satisfaction: An Empirical Study. *International Review of Management and Business Research*, 2(2), 488.
- Bane, T. Y. (2006). *Job satisfaction among professional middle school counselors in Virginia* (Doctoral dissertation, Virginia Polytechnic Institute and State University)
- Bedeian, A. G., Ferris, G. R., & Kacmar, K. M. (1992). Age, tenure, and job satisfaction: A tale of two perspectives. *Journal of Vocational behavior*, 40(1), 33-48.
- Clark, A., Oswald, A., & Warr, P. (1996). Is job satisfaction U-shaped in age? *Journal of occupational and organizational psychology*, 69(1), 57-81.
- Ghafoor, M. M. (2012). Role of demographic characteristics on job satisfaction. *Far East Research Centre*, 6(1), 30-45.
- Griffin, R. W., & Bateman, T. S. (1986). Job satisfaction and organizational commitment.
- Hulin, C. L., and P. C. Smith. A Linear Model of Job Satisfaction, *Journal of Applied Psychology*, Vol. 49 (1965), 209-216.
- Hoyt, C. L. (2010). Women, men, and leadership: Exploring the gender gap at the top. *Social and Personality Psychology Compass*, 4(7), 484-498
- Innocenti L., Profili S., & Sammarra A. (2013). Age as moderator in the relationship between HR development practices and employee's positive attitude. *Personnel Review*, 42(6), 724-744.
- Meyer, I. (2014). Health & Employment Law- Seventh Circuit Declares No Relief from Public Employment Discrimination under Title II of the Americans with Disabilities Act-Brumfield v. City of Chicago, 735 F. 3d 619 (7th Cir. 2013). *J. Health & Biomedical L.*, 10, 519.
- Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablynski, C. J., & Erez, M. (2001). Why

- people stay: Using job embeddedness to predict voluntary turnover. *Academy of Management Journal*, 44(6), 1102-1121.
- Muhl, C. J. (2002). What Is an Employee-The Answer Depends on the Federal Law. *Monthly Lab. Rev.*, 125, 3.
 - Narayanan, L., Menon, S., & Spector, P. E. (1999). Stress in the workplace: A comparison of gender and occupations. *Journal of Organizational Behavior*, 20(1), 63-73.
 - Peerbhai, R. (2006). *Job satisfaction at IT SMEs in Durban* (Doctoral dissertation)
 - Pinder, C. C. (2014). *Work motivation in organizational behavior*. Psychology Press.
 - Rashid, S. S. M. (2013). *Determinants Of Job Satisfaction Among Nurses At Muhimbili National Hospital* (Doctoral dissertation, Open University).
 - Ross, C. E., & Reskin, B. F. (1992). Education, control at work, and job satisfaction. *Social Science Research*, 21(2), 134-148
 - Schroder, R. (2008). Job satisfaction of employees at a Christian university. *Journal of Research on Christian Education*, 17(2), 225-246.
 - Scott, M., Swortzel, K. A., & Taylor, W. N. (2005). The relationships between selected demographic factors and the level of job satisfaction of extension agents. *Journal of Southern Agricultural Education Research*, 55(1), 102-115.
 - Siu, O. L., Spector, P. E., Cooper, C. L., & Donald, I. (2001). Age differences in coping and locus of control: A study of managerial stress in Hong Kong. *Psychology and Aging*, 16(4), 707.
 - Simon, C. A., Carr, J. R., McCullough, S. M., Morgan, S. J., Oleson, T., & Ressel, M. (2003). The other side of academic dishonesty: The relationship between faculty skepticism, gender and strategies for managing student academic dishonesty cases. *Assessment & Evaluation in Higher Education*, 28(2), 193-207
 - Syed, S. R. S., & Bhat, S. A. G. (2013). *Job Satisfaction in University Employees: Case Study of University of Kashmir* (Dissertation).
 - Tesluk, P. E., & Jacobs, R. R. (1998). Toward an integrated model of work experience. *Personnel psychology*, 51(2), 321-355.
 - Urosevic, S., & Milijic, N. (2012). Influence of demographic factors on employee satisfaction and motivation. *Organizacija*, 45(4), 174-182.
 - Weiss et al., 1967; Smith et al. 1969; Cammann et al., 1983; Bowling and Hammond, 2008
 - White, A. T., & Spector, P. E. (1987). An investigation of age-related factors in the age-job-satisfaction relationship. *Psychology & Aging*, 2(3), 261.
 - Zhou, J., & George, J. M. (2001). When job dissatisfaction leads to creativity: Encouraging the expression of voice. *Academy of Management Journal*, 44(4), 682-696.