

Gender Differences in Organization Value Fit and Job Satisfaction

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Agenda

- Theoretical Background
- Constructs
- Research Question & Hypothesis
- Methodology
- Results
- Discussion
- Future Directions for Research



Theoretical Background

- **Gender Role Theory** (Eagley & Steffan, 1986)
 - Male Characteristics: ambitious, aggressive, dominant
 - Female Characteristics: helpful, communal, sensitive
- **Values** (Blood, M., 1969)
 - Meanings individuals attach to perceived job characteristics
- **Job Satisfaction** (Kalleberg A., 1977)
 - A worker's job satisfaction related to various dimensions at work and work values




Constructs

■ Value Fit (Kalleberg A., 1977)

- Work-No inherent meaning, individuals impute meaning to their work activity
- Conceptions of what is desirable with respect to the work activity

■ Job Satisfaction

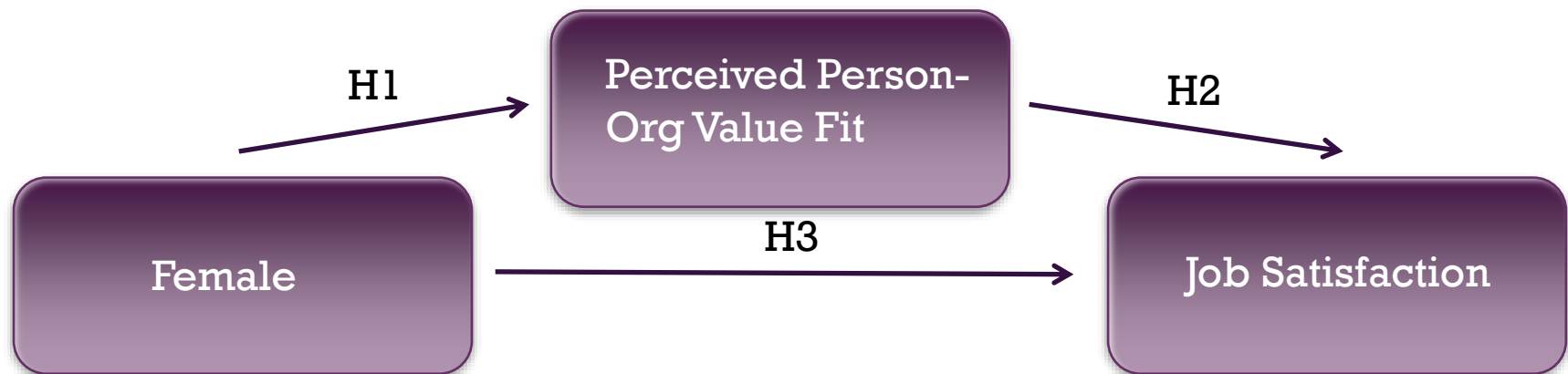
- Higher job satisfaction: partly a congruence between individual and institutional goals (Kalleberg A., 1977)
- Work Values influence and precede job satisfaction, no causal link however (Blood, M ., 1969)



+ Do women to have higher
perceived organization-value fit
and job satisfaction than men?

+ Hypothesis & Theoretical Model

- H1: Females will perceive higher person-organization fit than males.
- H2: Person-Organization Value Fit will be positively related to Job Satisfaction.
- H3: Person-Organization Value Fit will mediate the relationship between gender and Job Satisfaction?



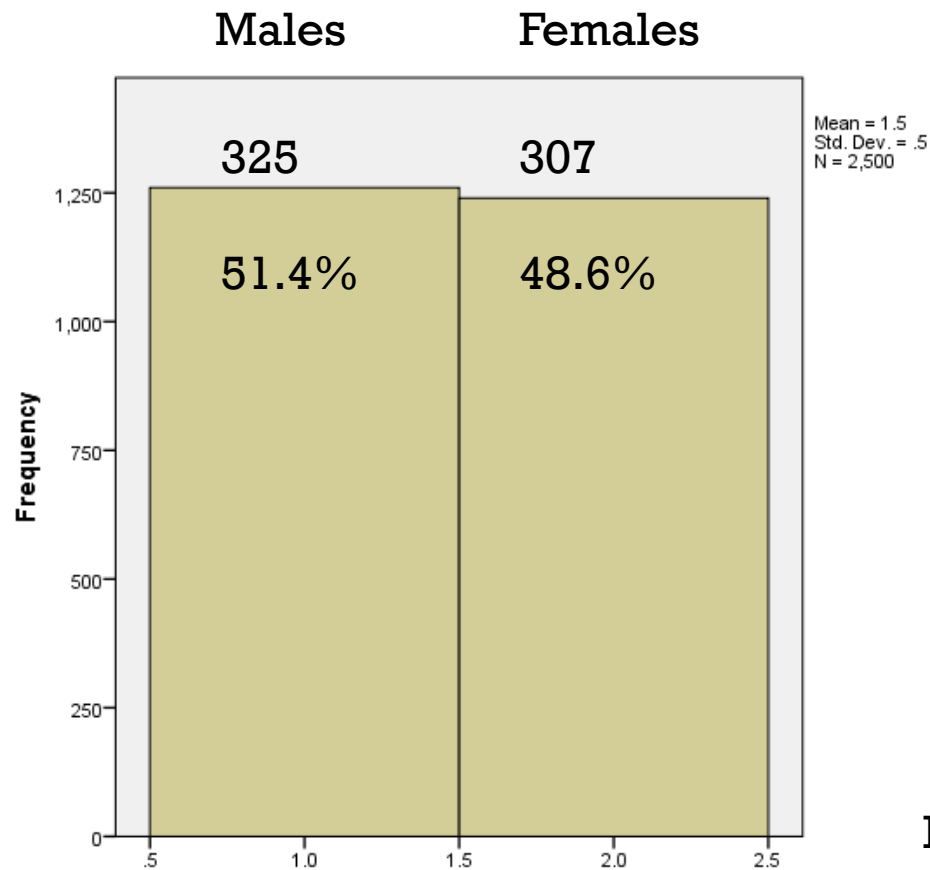


Methodology

- Data was collected by Canadian Policy Research Networks (CPRN) from February to March 2000, with an additional 8 focus groups conducted in June 2000
- It is a survey of 2 500 employed Canadians with 175 questions
 - It is meant to be a nationally representative sample of working Canadians
- The data set includes questions about work characteristics, employee health, and demographics



Results: Descriptive Statistics



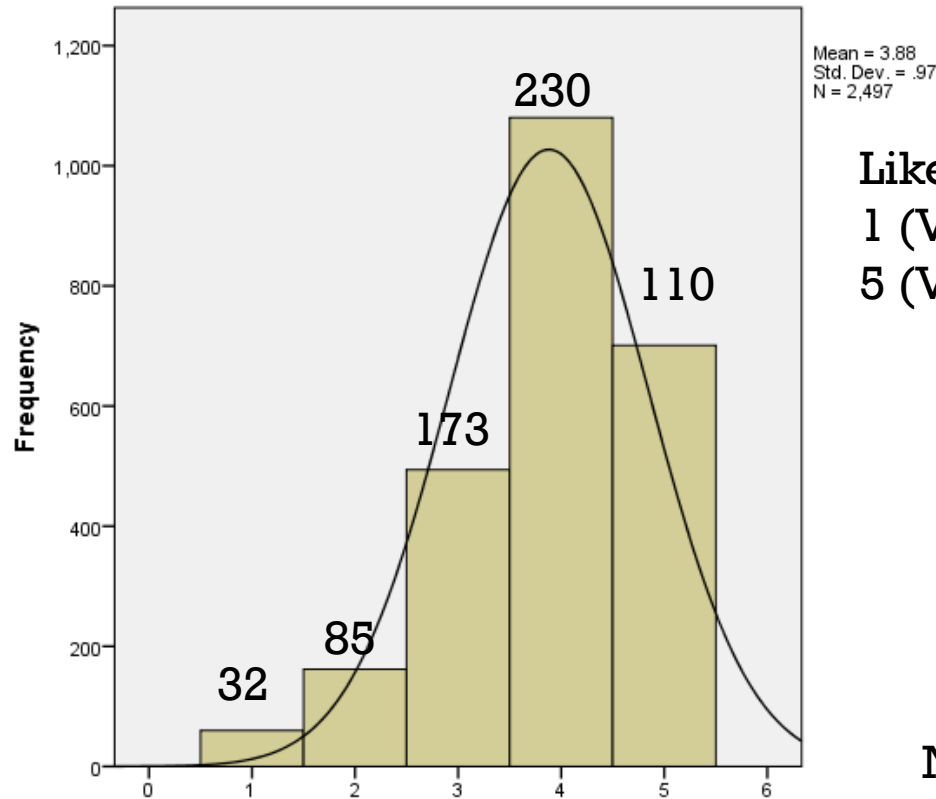
N= 632

Gender of Respondents



Results: Descriptive Statistics

Job Satisfaction Distribution



Likert Scale:
1 (Very Dissatisfied) to
5 (Very Satisfied)

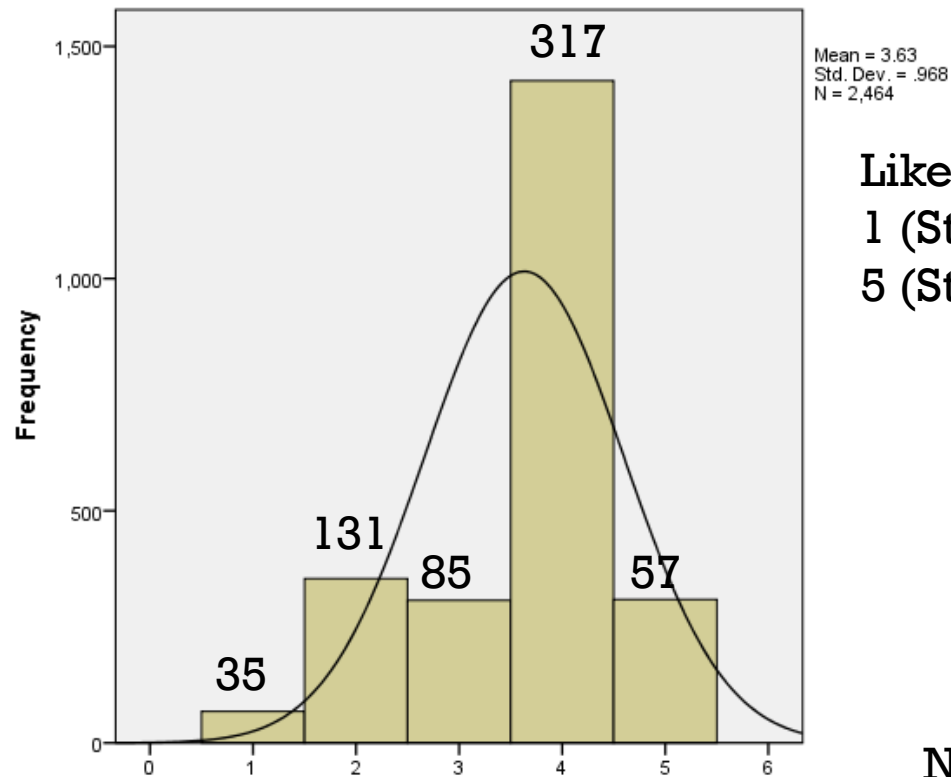
N= 632

“How satisfied are you with your job?”



Results: Descriptive Statistics

Person-Org Value Fit Distribution



Likert Scale:
1 (Strongly Disagree) to
5 (Strongly Agree)

N= 632

Extent agree/disagree: "I find that my values and [my organization's] values are similar."



Results: Statistical Analysis

Correlations

Variable	M	SD	N	1	2	3
1. Gender	1.49	0.500	632	1	-	-
2. Job Satisfaction	3.48	1.084	630	0.027	1	-
3. Values	3.37	1.083	625	0.086*	0.410**	1

+ Results: Statistical Analysis

Regression

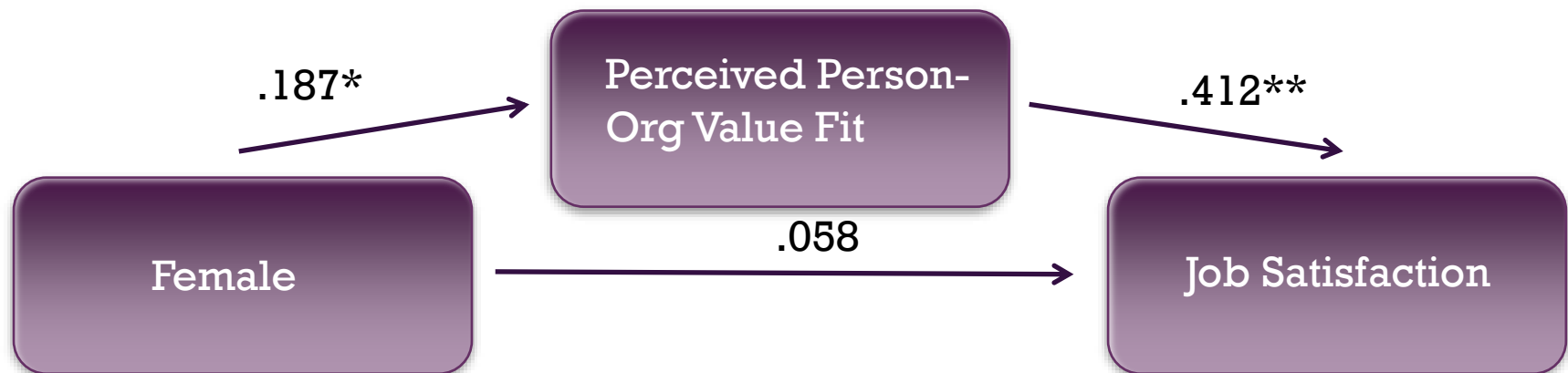
■ “A Path” (Testing H1)

■ Beta Coefficient = .187, $p=.031$, St. Error= .086

■ “B Path” (Testing H2)

■ Hold Gender Constant

■ Beta Coefficient= .412, $p=.000$, St. Error= .037



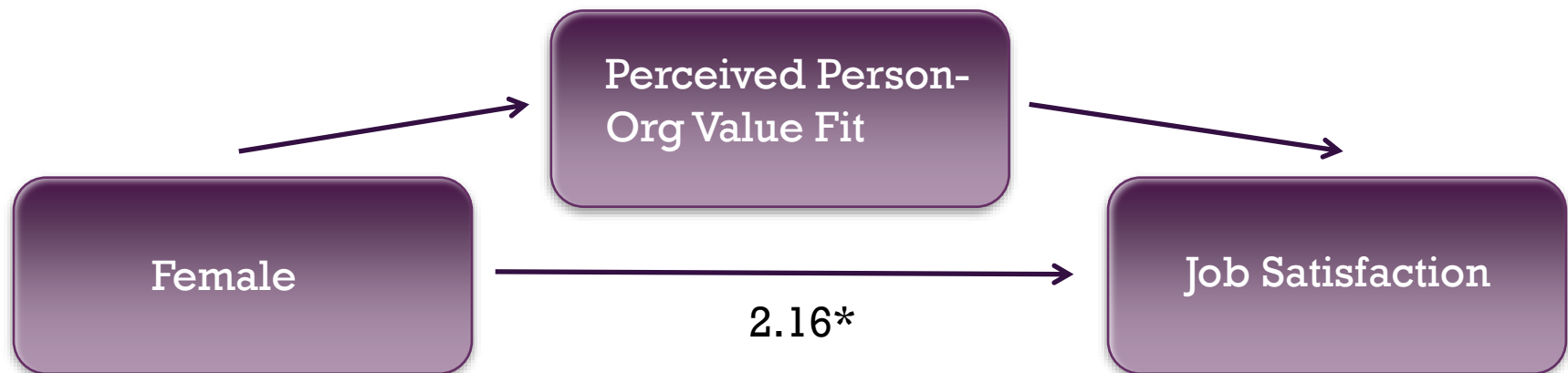
*= $p<.05$, **= $p<.01$

+ Results: Statistical Analysis

Regression

■ Sobel Test (Sobel, 1982)

- Purpose: To test whether a perceived person-org value fit carries the influence of 'female' to job satisfaction
- Gives a critical ratio as a test of whether the indirect effect of 'female' on job satisfaction via the mediator is significantly different from zero.
- Value: 2.16, $p=.031$, St. Error= .036



*= $p<.05$, **= $p<.01$



Discussion & Future Directions

- All hypotheses were supported
 - Females, compared to males, tend to have shared values with the organizations they are employed at
 - Having shared personal values with the organization one is employed at is associated with Job Satisfaction
 - Values mediate the relationship between gender and Job Satisfaction, but gender does not directly predict Job Satisfaction
- Possible future lines of research include:
 - Do potential female employees consciously self-select out of working with companies that do not match their personal values?
 - What specific values are considered when employees determine whether their personal values match their organizations?



Questions or Suggestions?

Thank you!