
FACTORS AFFECTING JOB SATISFACTION OF WOMEN EMPLOYEES IN IT SECTOR

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Abstract

Gender diversity has become an important and hot topic discussion of today's corporate world. But in spite of all the efforts by organizations and government, there is a wide gender gap both in India as well as in the other parts of the world. So how can we bring more women in the organizations? Studies show that one of the most important elements of performance is job satisfaction and hence the researcher decides to find out how the organizations can satisfy the women employees. There are various motivation theories suggesting various factors for job satisfaction. Since its inception Herzberg's Two factors theory has gained the attention of various researchers which provides a very high positive correlation with job satisfaction. At the same time, today flexible work options are the demanding benefits of employees especially the women employees. Thus purpose of this correlational study was to find out the impact of Flexible work options, Hygiene Factors, Motivators on job satisfaction of midlevel IT women employees of Kerala. Through Multiple Regressions Analysis, it was found that flexible work options and motivators have a significant impact on job satisfaction.

Key words: Job satisfaction, Hygiene Factors, Motivators, Flexible work options, Gender diversity.

1. Definitions

Job satisfaction or employee **satisfaction** has been defined in many different ways. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision.

Hygiene factors (e.g. status, job security, salary, fringe benefits, work conditions) that do not give positive satisfaction or lead to higher motivation, though dissatisfaction results from their absence. The term "hygiene" is used in the sense that these are maintenance factors. These are extrinsic to the work itself, and include aspects such as company policies, supervisory practices, or wages/salary.

Motivators (e.g. challenging work, recognition, responsibility) that give positive satisfaction, arising from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth.

Gender diversity is when a company is represented by a more equal proportion of men and women.

2. INTRODUCTION

A recent trend seen in corporate world is the entry of more women in the workforce. There are various studies conducted to find out whether gender diversity has an impact on organization performance. In 2010, McKinsey & Company analyzed companies from Europe, Brazil, and India, among others, showed that companies with the highest share of women in their senior management teams outperformed those with no women by 41 percent.

The demotivating fact is consistently over many years, Indian organizations fared badly in terms of Gender disparity. In World Economic Forum's 2014 gender gap Index, India scored 114 out of 142 countries which is below average on parameters like economic participation, educational attainment and health and survival. Compared to the previous year 2013, India's tripped 13 points from 101 is really shocking. Above and all to this, India is part of the 20 worst-performing countries on the labor force participation, estimated earned income, literacy rate and sex ratio at birth indicators. (Gender Gap Index, World Economic Forum, 2014).

In today's business world organization especially Indian

organizations are struggling to retain and satisfy women employees. The alterations in the internal structures and employment practices are bringing further changes in the psychological contract that links the employee to their job. Moreover, today's uncertain competitive environment demands a more meaningful work from the employees (Tadisaana et al., 2001). Various studies show that there is a positive connection between the satisfaction factor and the productivity of employees. Studies have also shown that job satisfaction has a direct effect on turnover (Fishbein, 1980). In a recent survey conducted in 2013 among the IT employees of India, it shows that the primary reason for an employee leaving the organization is job dissatisfaction, whereas for senior employees, monotony in the role was the main factor. (Economic Times). Thus the main concern of the millennium managers, human resource specialists, employees, and citizens in general is to find out ways of improving job satisfaction. (Cranny, Smith, & Stone, 1992)

Weiss, 2002, suggests that employees develop attitudes towards the jobs through beliefs, feelings, and behaviors. Thus it is the positive feeling towards the job. There are various factors that lead to job satisfaction which can be broadly classified as either process theory or content theory. While Content theory emphasizes on general factors and needs that encourage and inspire all employees' behavior as well as performance, process theories emphasize on individual needs and individual employee behavior (Campbell et al., 1970; Lynne, 2012).

Among the content theories the motivator-hygiene theory was well known with boosting and advancing research on job satisfaction. Herzberg's motivator-hygiene theory provided great opportunity to the researchers and management experts on job satisfaction. "Herzberg and his associates dropped a bombshell on the traditional view of job satisfaction by introducing motivator-hygiene theory and challenged the established model of job satisfaction" (Steers & Porter, 1992). The principle of the motivator-hygiene theory is that jobs had specific factors which contribute to job satisfaction or dissatisfaction (Herzberg, Mausner, & Snyderman, 1959). This theory developed in 1959 has a two-dimensional paradigm of factors, namely the motivators such as achievement, recognition, the

work itself, responsibility, and advancement and hygiene factors such as company policy, supervision, interpersonal relations, working conditions, and salary. According to the theory, the absence of hygiene factors can create job dissatisfaction, but their presence does not motivate or create satisfaction. In contrast, the motivators are the main elements that lead to job satisfaction. (Herzberg et al., 1959)

The two-factor job satisfaction theory has helped affected many organizations to build opportunities for personal growth, enrichment, and recognition for their employees. Today managers emphasize on promotion as well as entitlement techniques rather than the conventional salary and benefit tools to motivate their employees and are found to be fruitful. Studies show that fulfilled needs result in more job satisfaction which in turn leads to higher productivity. (Waters and Waters 1972)

There are many studies which conclude that the motivation factors are closely related to job satisfaction. In spite of this extensive research, it is still vague whether intrinsic (motivators) or extrinsic motivators (hygiene factors) have more substantial associations with job satisfaction (Likert 1961). A study by McGregor, 1960, claims that intrinsic factors have more correlation with job satisfaction than extrinsic factors. On the other hand, another research by (Simons & Enz, 1995) shows extrinsic motivators, such as good wages, job security, and opportunities for advancement and development, impacts positively on job satisfaction than extrinsic factors.

Research by Locke criticized the following propositions of motivator-hygiene theory: There are different sources of job satisfaction and dissatisfaction. Motivator-hygiene theory is comparable to dual theory; of man's needs. Accordingly, physical needs work along with hygiene factors and psychological needs work with motivators. In another study by Robinson, 1975, concludes that achievement and recognition acts as factors that provide more job satisfaction. Thus various studies contribute various factors as elements of job satisfaction.

At the same time, day by day competition is increasing due to globalization, information technology and other technological developments. All this compels today's managers to provide more job satisfaction to the employees so that they can stay tuned with a motivated,

highly productive and competitive workforce. This makes corporates to employ all sorts of techniques to motivate and satisfy their employees. The most popular strategies used by the managers are to provide salary increase, incentives, and fringe benefits, provide security and good working relationships and opportunities for growth and advancement. But the question is: Is this enough to motivate and satisfy employees to give off their best at the workplace? (Baah et al, 2011)

Hence we need to consider some other factors that provide satisfaction. Various studies have conducted to find out the barriers of women employees in career. And most of the studies show the presence of prejudices and glass ceiling as a major barrier. An interesting point noted by many studies is that the women executives often are highly dissatisfied due to glass ceiling and women executives often choose to leave the corporate world in order to escape the effects of the glass ceiling Orhan & Scott, 2001. Baltes et al. (1999) concluded that both flextime and compressed workweeks had, on balance, positive effects on productivity, worker self-rated performance, and worker satisfaction with work schedules. Studies by (Shepard et al, 1996; Wolf and Beblo, 2004) shows that organizations using flextime seem to operate more productively, as well as more efficiently and are more satisfied with the job. Another study by Lockwood shows that when the demand from persons job and personal life creates an unbalanced situation it can negatively affect the satisfaction.

According to behavior contract theory Rousseau 1995 employees with family responsibilities may emphasize on new behavioral contracts that emphasize on family oriented benefits like flexible working hours. The study also shows that more the flexible options in the work place higher is the job satisfaction. Studies by Siegel et al shows that organizations are emphasizing more on providing flexibility and thereby more work life balance as it is one of the major contributors to job satisfaction of women employees. Thus the researchers have developed the following points. Herzberg's two factors can influence the job satisfaction of employees including women employees. Studies also shows that flexible work options are also related to job satisfaction. Hence the researchers developed the following objectives.

3. METHODOLOGY

3.1. Objective of the study

The main objective is to find out the effect of Herzberg's motivation factors as well as flexible work options on job satisfaction of mid-level women employees working in the Private IT organization in Kerala.

3.1.1 Specific Objectives

1. To find out the impact of motivators on job satisfaction level.
2. To find out the impact of hygiene factors on job satisfaction.
3. To find out the impact of flexible work options on job satisfaction.

3.2 Variables

3.2.1. Independent variables

- Hygiene factors which includes company policy, supervision, interpersonal relations, working conditions, and salary.
- Motivators which includes achievement, recognition, the work itself, responsibility and advancement.
- Flexible work options: Flexible work schedules, reduced hours, flexibility in work place.

3.2.2. Dependent Variables

- Job satisfaction: This refers to the extent of satisfaction that is positive feeling/cognition that a female executive in the Mid-level has towards her career.

3.2.3. Hypothesis development

- H1:** There is significant impact of flexible work options on job satisfaction of women employees.
- H2:** There is a significant impact of hygiene factors on job satisfaction of women employees.
- H3:** There is significant impact of motivators on job satisfaction of women employees.

3.4. Study design

Our research is a correlation study since the objective is to study the impact of hygiene, motivating, and flexible work options on job satisfaction. The sample of this study was taken from the IT Industry of Kerala. The sample consists of 150 midlevel IT women employees the research is carried out through a survey method. We selected a sample of 150. We used a survey method using a five point likert scale questionnaire. The questionnaire is designed to find out the impact of various factors on job satisfaction and consist of four parts. The first part consists of questions included to find out the flexible work options, second includes to find out the hygiene factors and the third factor consists of motivators and the last part consists of questions to find out the extent of job satisfaction.

4. RESULTS AND DISCUSSIONS

The results of the multiple regression analysis of the independent variables and the job satisfaction is shown on tables in the annexure.

It was found that the $R = 0.547$ is the Multiple Correlation Coefficient of the independent variable with the dependent variable after all the inter correlations are taken into account. $R \text{ Square} = 0.299$ is the explained variance in job satisfaction by the combination of these variables. $F \text{ value} = 23.831$ is significant at .000 levels. The results indicate that 29.9% % of the variance of Job satisfaction has been significantly explained by the hygiene, motivators and flexible work options.

Coefficients tab shows which among the independent sub variables influence most the variance of WCD. By looking at Beta under standardized coefficients, it is concluded that motivators and flexible work options variables influences job satisfaction at the most and is significant at .000 level. The coefficient Tab of Hygiene Factors showed a p value of .066 which is slightly more than .05.hence it is concluded that Hygiene factors cannot have much influence on job satisfaction.

In this study the researchers used multiple regression analysis to test the alternative hypothesis and null hypothesis of the study. The results of the study are illustrated in Table 2 and 3.P value is taken to check the

significance. If P value is equal or less than .05 then the null hypothesis is rejected.

H1: There is significant impact of flexible work options on job satisfaction.

Coefficients show $P < 0.05$.The analysis indicates that there is significant impact of flexible options on job satisfaction of women employees. Hence the alternate hypothesis is accepted at the 5% significance level or at the 95% confidence.

H2: There is significant impact of hygiene factors on job satisfaction.

Coefficients show P is .066 which is greater than .05.The analysis indicates that there is no significant impact of hygiene factors on job satisfaction of women employees. Hence the null hypothesis is accepted at the 5% significance level or at the 95% confidence.

H3: There is significant impact of motivators on job satisfaction.

Coefficients show $P < .05$.The analysis indicates that there is significant impact of motivator factors on job satisfaction of women employees .Hence the alternate hypothesis is accepted at the 5% significance level or at the 95% confidence.

Most of the previous literature shows that there is a positive relationship between job satisfaction and flexible work options. Studies show that if there is flexibility in the workplace, it brings more satisfaction by Erigoet all 2008.In our study also we found a positive relationship between job satisfaction and flexible work options.

The research conducted by, Herzberg, Mausner and Snyderman1959 suggested that man has two sets of needs:

The motivators which include factors related to higher order needs like growth responsibilities etc. and hygiene factors which include lower needs like salary incentives etc. Studies show that motivators increases job satisfaction.According to the theory, the absence of hygiene factors can create job dissatisfaction, but their presence does not motivate or create satisfaction.

5. CONCLUSION

The business environment in this century is mainly focusing on a committed, productive, highly motivated and innovative human resource. With the increase of continuous changes in the corporate world, there is a need for the organizations to address employee satisfaction Aydogdu et al, 2011. Satisfaction is considered as most important attitude in motivating people in the Organizations. Hence today's organizations are taking much interest in satisfying employees through various strategies (Velnampy, 2014). There are various studies conducted to find out the correlation between job satisfaction and motivation. According to Herzberg's motivation theory there are two factors namely the Motivation and hygiene factors that help us to increase the job satisfaction of employees (Borkowski, 2011). Several research studies have assessed the validity of Herzberg's Two-Factor Theory of Motivation and its relationship to job satisfaction (Weiss, Dawis, England, and Lofquist, 1967; Gilmore and Vyskocil-Czajkowski, 1992; Maidani, 1991). Recent studies emphasize on another main variable flexible work options. The increase in the number of women in the organizations have led to this new variable Work-life balance, in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life it is found that work life balance creates more job satisfaction to the employees (Hudson, 2005). Considering these circumstances the main objective of this study is to find out the effect of Herzberg's motivation factors as well as flexible work options on job satisfaction of mid-level women employees working in the Private IT organization in Kerala. The specific objectives were to find out the impact of motivators on job satisfaction level, to find out the impact of hygiene factors on job satisfaction, to find out the impact of flexible work options on job satisfaction. The data collected through questionnaire from 150 women employees was analyzed using multiple regression tools. The results indicate that 29.9% % of the variance of Job satisfaction has been significantly explained by independent variables. By looking at Beta under standardized coefficients, it is concluded that motivators and flexible work options variables influences job satisfaction at the most and is significant at .000 level. The coefficient Tab of Hygiene

Factors showed a p value of .066 which is slightly more than .05. Hence it is concluded that Hygiene factors cannot have much influence on job satisfaction. Hence we accept H1 There is significant impact of flexible work options on job satisfaction. H2: There is significant impact of hygiene factors on job satisfaction is rejected and H3: There is significant impact of motivators on job satisfaction is accepted. All this is at the 5% significance level or at the 95% confidence. Thus through Multiple regression, it is revealed that Motivators and flexible work options are significantly related to job satisfaction. The Main limitation of the study is we have included only three Independent variables. So further research can be on more variables and can find out which variable influences the job satisfaction of women employees. Another limitation is our study was focused on one industry. Further studies can be on comparison of many industries.

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ANNEXURES

Table 1: Results of Multiple regression Analysis

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.430	.185	.180	.89325	.185	33.651	1	148	.000	
2	.547	.299	.289	.83142	.114	23.831	1	147	.000	.334

Predictors: (Constant), MOTIVATORS_SUM

b. Predictors: (Constant), MOTIVATORS_SUM, FLEXIBLE_SUM

c. Dependent Variable: JOBSATISFACTION

Table 2: Results of Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.113	.375		10.972	.000
	MOTIVATORS_SUM	-.273	.047	-.430	-5.801	.000
2	(Constant)	2.789	.442		6.312	.000
	MOTIVATORS_SUM	-.268	.044	-.423	-6.118	.000
	FLEXIBLE_SUM	.128	.026	.337	4.882	.000

Table 3 :Results of Excluded Variables

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
						Tolerance	VIF	Minimum Tolerance
1	FLEXIBLE_SUM	.337	4.882	.000	.374	.999	1.001	.999
	HYGEINE_SUM	.200	2.750	.007	.221	1.000	1.000	1.000
2	HYGEINE_SUM	.130	1.851	.066	.151	.949	1.054	.948

