



## Gender differences in job satisfaction among BPO employees

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In recent years, job satisfaction is becoming very considerable issue these days; it is considered that satisfied are asset for an organization. This study explored the level of job satisfaction among the BPO employees in relation to the boys and girls. Result reveals that salary, job task, work environment, colleagues, and sense of purpose, career opportunities, autonomy and workload are significant in the job satisfaction with gender differences. It can be concluded from this research paper that both male and female have different cluster of requirements.

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#### Introduction

Job satisfaction is taken as an important issue for individuals, organizations, and society as a whole. On an individual level, the ability to effectively adjust to a work setting, perform at an appropriate level with one's potential, and enjoy work tasks affects psychological adjustment and life satisfaction (Chacko, 1983; Judge, Locke, Durham, & Kluger, 1998). On an organizational level, the degree to which individuals are able to find and maintain a level to satisfy the productivity and achieve the organizational goal (Iaffaldano & Muchinsky, 1985). On a societal level, job satisfaction may be correlated with the healthy employment of a nation, reinforcing its ability to sustain itself through effective work organizations (Howard, 1995; Sheppard & Carroll, 1980).

#### Literature framework

Job Satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviors such as organizational citizenship, absenteeism, and turnover (Organ and Ryan, 1995; Wegge, Schmidt, Parkes & Van Dick, 2007; Saari and Judge, 2004).

Sharon (1995) studied that level of job satisfaction does not vary with the gender differences. Both male and female have a same level of satisfaction and they need same facilities to be get satisfied. Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation that are affect (emotion), beliefs and behaviours. It is been studied that job satisfaction is correlated with life satisfaction (Rain, Lane and Steiner (1991). Wright state University (2007) has concluded that employee personality is more important than the job satisfaction for the job performance. Jones, Sloane (2007) have studied that low-paid jobs are jobs of inherently low quality, in which we should expect that job satisfaction would be lower in low-paid jobs. Spear, Wood, Chawla and Devis (2004) concluded that Teamwork, social support and clear roles had a positive effect on job satisfaction. Hollingworth, Matthews, Hartnett (1988) gave a strong association between job satisfaction and stress was found, with low job satisfaction being associated with high stress. The affective dimensions of organizational commitment and job satisfaction are considered important predictors of turnover intention, absenteeism, and job performance. In the literature, role conflict and ambiguity have been proposed as determining factors of workers' job satisfaction and their

commitment towards the organization (Anton, 2007). It is been suggested that there is an association between job satisfaction and job performance for all workers (Judge, Bono, Thoresen, & Patton, 2001), including social workers (Packard, 1989), and between social workers' job satisfaction and job turnover (Barber, 1986; Gleason-Wynn & Mindel, 1999; Jayaratne & Chess, 1984a; Poulin & Walter, 1992; Siefert, Jayaratne & Chess, 1991; Vinokur-Kaplan, 1996). Sousa (2003) stated that the results show that women's job satisfaction has declined substantially in the past decade, whereas men's job satisfaction has remained constant. Raile (2008) studied that Friendship network centrality measured as closeness was positively related to job satisfaction. McLaney and Hurrell (1988) have indicated that the proportion of variance in job satisfaction increased with the addition of control for the composite scores and for task, resource, and physical environment control. However, decision control did not account for additional variance in job satisfaction above that for any of the job stressors. The employees whose jobs were expected to be more important do not have substantially stronger job satisfaction-life satisfaction relationships than respondents whose jobs were expected to be less important (Rice, McFarlin, Hunt and Near, 1985). Ward (2001) found that salary is an important determinant between male and female. He found that both male and female have a different perception for the salary. Johnson, McKeown and Ewen (1999) found the various factors, which affect the career choices between the male and female. Ham, Verhoeven, Groenier, Groothoff and Haan (2006) says that there many Factors which decreases the level of job satisfaction among employees and those factors are: low income, too many working hours, administrative burdens, heavy workload, lack of time, and lack of recognition. Job satisfaction is positively correlated with motivation, job involvement, organizational citizenship behavior, organizational commitment, life satisfaction, mental health, and job performance, and negatively related to absenteeism, turnover, and perceived stress (Judge, Parker, Colbert, Heller, & Ilies, 2001; Spector, 1997). The relationships between job satisfaction and gender have been examined frequently. However, the results of many of the studies have been contradictory. Some studies have shown women to be more satisfied than men (Bartol & Wortman, 1975; Clark, 1996, 1997; Hodson, 1989; Murray & Atkinson, 1981; Sloane & Williams, 1996), whereas other studies have shown men to be more satisfied than women (Chiu, 1998; Forgionne & Peeters, 1982; Hulin & Smith, 1964; Jagacinski, 1987; Shapiro & Stern, 1975; Weaver, 1974). It is important to observe, however, that most of the researchers in this area reported no significant differences between the sexes in relation to job satisfaction (Brief, Rose, & Aldag, 1977; Brush, Moch, & Pooyan, 1987; de Vaus & McAllister, 1991; Golembiewski, 1977; Mottaz, 1986; Smith & Plant, 1982; Smith, Smits, & Hoy, 1998; Tait, Padgett, & Baldwin, 1989; Ugorji, 1997; Weaver, 1978; Witt & Nye, 1992). About what men and women look for in a job, the evidence is also inconsistent (de Vaus & McAllister, 1991). Intrinsic and extrinsic work orientations represent work-related preferences to value specific types of rewards inherent in the work environment (Malka & Chatman, 2003). Individuals high in intrinsic orientation value opportunities for satisfaction with the work itself, feelings of self-determination and competence, and personal development, whereas individuals high in extrinsic orientation primarily value financial compensation, promotion, and prestige. Some studies show that women value extrinsic job characteristics more than do men (Loscocco, 1989), and some show the opposite (Neil & Snizek, 1987). Yet others have found no differences between men and women in terms of intrinsic and extrinsic work orientation (Brief et al., 1977). According to Mottaz (1986), at lower work levels men focused on intrinsic and extrinsic job

rewards and had more intrinsic work-related values, whereas women emphasized social rewards and more relationship-oriented work-related values.

### Objective of the study

- To study to find out the level of satisfaction among BPO employees considering gender differences.

### Hypothesis of the study

- H1: Salaries, relation with colleagues is positively linked with job satisfaction.
- H2: Job task, employee's objective, career opportunity is positively linked with job satisfaction.
- H3: work environment, autonomy and workload are positively linked with job satisfaction.

### Research Methodology

**Sample:** - The data is collected through the questionnaire as well as the personal interview with the employees working in the BPO sector. In the survey, the data of the 120 employees from the Chandigarh has been collected. For choosing the sample, Probabilistic Judgment-cum-convenience sampling techniques are used.

**Questionnaire Design:** - For the survey, we have given a great emphasis on the literature to select the questionnaire, so that the level of the job satisfaction among the employees working in the BPO can be accurately checked. Before the selection of the Questionnaire, a certain interviews with the employees has been conducted. While data collection five variables were considered namely; salary, job task, relation with other employees, career opportunity, work environment, autonomy and workload. The job satisfaction of the employees is checked on Harris scale (2001).

The respondents were asked to choose any one alternative from False, Neutral and True. False was given score of '0', Neutral as '1' and True as '2' score.

**Statistical Techniques:** - One sample T-test technique was used to analyze the results and one sample test was used to find out the job satisfaction among BPO employees.

### Results and Discussion

	BOYS	GIRLS	

Variables	Mean	S.D.	Mean	S.D.	T-Value
Salary	4.13	2.272	5.04	1.809	4.23*
Job Task	5.00	2.468	5.84	2.430	6.00*
Work Environment	5.27	2.136	6.31	2.687	5.89*
Colleagues	5.62	2.766	6.93	2.649	7.33*
Sense Of Purpose	5.96	2.225	4.93	2.481	5.55*
Career Opportunity	5.71	2.292	5.78	2.235	5.125*
Autonomy	5.44	2.232	4.36	2.337	6.00*
Work Load	5.80	2.252	4.71	2.201	4.95*

\*The variables in the study are significant at .05 and .01 level.

The result of the study shows that all the variables in the study are significant to the job satisfaction and the variables are salary, job task, work environment, colleagues, and sense of purpose, career opportunity, autonomy and workload. The results reveal that the in call centers 80% of the employees are unmarried and young; they do not have any responsibility toward anybody. They do job only to get money as the pocket money. Female feels happier if they get more salary as compare to the men. It is been perceived that female feels that they have certain responsibility toward their parents. Men generally neglect their responsibilities. They believe in earning and spending. Saad and Gill (2001) found women need more salary as compare the men work at the workplace.

Findings suggested that female would be happier if they get more dynamic job task as compare to the male. It is been focused that female believe in diversification. They do not want to focuses upon one job only, but they want to fulfill much reasonability instead to one.

It is examine that to make the female happier we must give them a good working environment. It is the tradition of the country that if the female don't get good working environment then the family background of the country don't allow the female in that organization. They must be given the environment, which must be free from vulgar ness, messiness. Connor, Gutek, Stockdale, Geer and Melancon(2004) analysed that in the organization female are mostly influenced by the sexual harassment as compare to the male employees. Therefore, female employees demand more good working condition in the organization.

To make the female more satisfied they must be given good colleagues. Male can work with any kind of the nature but female need the good co-workers. Females more often disliked

self-centered co-workers but male dislike a co-workers who are integrated in nature. (Sypher and Zorn, 1988). Pittin (1984) absorbed that female face more gender discrimination from their male co-workers. So, female demand more co-operative colleagues in the organization whereas male use this gender discrimination in order to get more power.

Results reveal that male will be happier if they sense of purpose to do a particular task is clear. It is been seen that male wants more information as compare to the female. If the particular information is not given to the males then they do not work with enthusiasm to make them happier they must be given proper information from time to time. Lapitan and Lim (1999) focused that male are having more tendency to get more information about the organization.

In the modern era, women are becoming more career conscious. They also want to exploit the opportunities and if they do not find any career growth in any organization, then they ultimately leave the job without any hesitation. Therefore, to make the women happier than male then they must be given job and career opportunities. Healy (1982) showed that women are under-represented in the higher career opportunities and salary ranges.

It is well known fact that from the beginning of the universe the male acted as the dominator. He does not like the interference of anybody. In the organization, the male want more freedom as compare the female. From the research, it is cleared that male want more workload than the female because they say that they want a more rises in the organization.

## **Conclusion**

As from the above, it is cleared that both male and female have different cluster of requirements. Both have different psychological requirements. Male want more autonomy and workload to show and apply their efficiency whereas female want more salary, job task, good working condition, co-operative colleagues, good sense of purpose and career opportunity. It is a very challenging job for the BPO industry to retain the employees for the long time. Therefore, if the BPO organization wants to retain an employee for a long period then they must consider all these variables to make the employees satisfied.

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