

AN EMPIRICAL STUDY ON EMPLOYEE SATISFACTION AND GENDER

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ABSTRACT:

Job satisfaction is a critical component in today's competitive world for sustainable growth and development of nay organization. Employees are looked at as facilitators of success and employee satisfaction as a tool to gain competitive advantage. Keeping employees satisfied will only ensure organizations achievement of goals, adapt to changes and overcoming challenges. There are several internal as well as external factors that affect employees in an organization. These factors make the level of employee satisfaction to fluctuate with time. Employee satisfaction is the function of HRM in an organization. In the last few decades all the sectors of the economy witnessed increased involvement of women at workplaces and hence gender differences arises. This change has made the scholars to study the role of gender in functions and objectives of HRM specifically employee satisfaction.

The present study was aimed at finding the role of gender of employees in employee satisfaction with special reference to banking and IT sector companies of Udaipur district of Rajasthan. The study also aims at finding the personal, societal, functional and organizational objectives of HRM and their relationship with the gender of employees. Employees were taken as sample from selected banks and IT companies using exploratory research design and convenience sampling method. Data collection was done using structured questionnaire to perform careful analysis over it. Analysis is done using frequency tables and graphs and for hypothesis testing test of homogeneity of variance and one way ANNOVA was applied. The results of the study indicated that there is a significant difference between male and female respondents towards objective of HRM.

Key words: - HRM, Objectives of HRM, Job satisfaction, employees, gender disparity etc.

INTRODUCTION

What is Human Resource Management? It can be defined as a deliberated technique that aims at managing human resources in an organization effectively in order to ensure organizations sustainable growth in the market. HRM assist an organization to gain a competitive advantage through effective management of human resources. HRM aims at aligning employees personal goals with the overall organizational goals and maximizing performance of employees. Key role of HRM is to focus on strategies and approaches for better management of employees. Human resource management (HRM) department is liable for all the management related activities associated with HR's. HRM plays an important role in "planning, recruiting, selection, induction, training, developing, ensuring safety, determining compensation packages and smoothing career path" of employees working in the organization. "HR also concerns itself with organizational change and industrial relations, or the balancing of organizational practices with requirements arising from collective bargaining and governmental laws(Gomez, Balkin and Cardy, 2007)".

HRM is a management function that helps an organization to "recruit, select, train and develop" employees for an organization. HRM is related with Human resource dimension in all respects in organizations. HRM functions incorporates all the activities organized in the direction of both the organization's effectiveness and the resources for the efficient utilization and development of human resources, as an important driver in attaining organizational goals (Yuksel, 2000).

First and foremost objective of HRM is to ensure organizational success through optimum utilization and better management of human resources. Primary responsibility of HR professionals is human capital management of an organization and focusing on strategy implementing. "They can specialize in finding, recruiting, training, and developing employees, as well as maintaining employee relations or benefits". HR professional are required to be well trained for sustained development of the organization as well as its employees. Professional training is provided using organizational training programs, performance appraisals, and rewards and recognition schemes. HR comprises of handling grievances and conflicts within an organization.

"Managing employee benefits includes developing compensation structures, parental leave programs, discounts, and other benefits for employees. On the other side of the field are HR generalists or business partners. These HR professionals could work in all areas or

Further regarding job satisfaction, it is amongst the most complex activity that the organizations and their HRM department are facing during employee management. This field should be given maximum attention by all the HRM experts as well as organization. Each and every organization should attempt to find all the problems related with job satisfaction and their solutions as well. Avoiding the critical aspects of job satisfaction will make the employees demotivated and less committed. “The particular study about the Human Resource Management Practices with special reference to job satisfaction gets relevance on this corner (Madanat, H. G., &Khasawneh, 2018)”.

The First and foremost objective of HRM is to “ensure the availability of competent and willing workforce for an organization”. Further, there are other objectives that are also significant in terms of organizational success. Four major categories of objectives of HRM are: “Societal, Organization, Functional and personal”.



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Societal objectives: Objectives of organization towards the society. “Measures put into place that responds to the ethical and social needs or challenges of the company and its employees. This includes legal issues such as equal opportunity and equal pay for equal work”. These objectives of HRM are for the society, they aims at being ethically & socially responsible to meet the demands and challenges of the society.

Organizational objectives: These are directed towards organization. “Actions taken that help to ensure the efficiency of the organization. This includes providing training, hiring the right amount of employees for a given task or maintaining high employee retention rates”. These objectives of HRM aim at achieving the organizational effectiveness.

Functional objectives: “Guidelines used to keep the HR functioning properly within the organization as a whole. This includes making sure that all of HR’s resources are being allocated to its full potential”. Functional objectives are related with the functions of any department at an appropriate level organization i.e. departmental needs should be maintained and fulfilled.

Personal objectives: These objectives are directed towards personal objectives of employees. “Resources used to support the personal goals of each employee. This includes offering the opportunity for education or career development as well as maintaining employee satisfaction”. These are targeted at assisting employees to achieve their personal goals. These must be maintained and retained in order to keep employee motivated.

REVIEW OF LITERATURE

“Human resource management (HRM) is the practice of recruiting, hiring, deploying and managing an organization's employees”. HRM and HR are frequently used as synonyms of each other in organizations. HR department of an organization is liable to design strategies for controlling and monitoring employees and their relationships with each other as well as with the organization. HRM department manages the human resources of organization optimally for the benefit of both organization and employees. “The term human resources were first used in the early 1900s, and then more widely in the 1960s, to describe the people who work for the organization, in aggregate”.

HRM department focuses on employees and gives proper recognition to them as assets and capital. Thus organization also gives title of human capital to employees working in it. Just

like other resources should be optimally utilized in an organization in similar way human resources should be managed effectively for capitalizing over ROI.

HRM has now replaced by the term, human capital management (HCM), this term has been used more frequently as compared to HRM along with the universal acceptance of human resources as capital.

Several HRM policies aim at achieving employee satisfaction. Greater the adaptability of HRM practices greater will be the employee satisfaction. HRM department provides different facilities to employees, congenial working environment, interesting tasks, stability etc. for enhancing employee job satisfaction. It endeavors to make them feel involved and gives power to them to execute tasks so that employees will work with more enthusiasm. “An effective and efficient HRM practices increase the productivity of organization and also promote healthy industrial relations and thereby the organization maintains industrial peace. Everything that managers do to recruit, select, train, communicate with, evaluate, and terminate employees is included in HRM (Dessler, 2003)”.

Further HRM also includes policies that are used in organizing, designing; controlling and evaluating routine operational activities of organization in order to create better understanding about the process in the minds of employees and it also assist employees in ascertaining how these activities are impacting their work to make them perform accordingly. Providing better training and development opportunities to employees is also a major task of HRM. It improves the skills and employee morale which further assist in in developing the human capital of organization to increase the productive output from each employee. Reducing the social evils like substance abuse is also the responsibility of HRM through proper decision making.

“Employee satisfaction is a term which refers to an individual’s general attitude toward his or her job”. Greater employee satisfaction brings several positive results for the organization which would be impossible to achieve from an employee who is dissatisfied with his job. Employee satisfaction is a broad term which includes “satisfaction of an employee towards his organizational atmosphere, relation with superiors and colleagues, and financial and social status”. Job satisfaction is employee specific it varies with difference in employees personal traits. Age, gender, education, etc. of employees largely determines and impacts what an employee desires from his/her job and what will be the level of his job satisfaction.

As per **Spector (2003)**, “job satisfaction is an attitudinal variable that reflects how people feel about their jobs overall as well as about various aspects of them”. Simply job satisfaction can be defined as the degree of employees liking or disliking about their job or the amount of pleasure related with their job. Greater job satisfaction brings increased job commitment. A manager is required to encourage a participative model of decision making for creating more considerable impact on employee’s satisfaction (**Kumar &Thakur, 2011**). Job satisfaction is an umbrella term that encompasses everything related with employee job responsibilities, job design, working environment, colleague’s behavior, manager’s attitude, organizational policies, etc.

OBJECTIVES OF THE STUDY

1. To investigate the impact of HRM practices on employee satisfaction.
2. To study the role of gender on job satisfaction of employees.
3. To find the relationship between gender and objectives (Organizational, Societal, Personal and Functional) of HRM.

RESEARCH METHODOLOGY

Research Design

An Exploratory Design has been used for this study as the problem is not clearly defined. This research is directed to have a better understanding of the problem. This approach encourages a researcher for investigating completely new topics for finding the relationship between background information taken from available literature and new unacquainted concepts. This research is a survey based study.

Sampling Method

Convenient Sampling method used to select the sample population. It is a type of non-probability sampling technique. This type of technique is applied where no additional requirements are necessary and data needs can be fulfilled by primary data sources quickly. It involves selecting sampling population as per the convenience of the researcher which is easy to contact and reach that too at low cost.

Sampling Area

Banks and IT companies of Udaipur district of Rajasthan were selected as sample area. Employees working in these companies were selected as respondents and data has been collected from them.

Sample Size

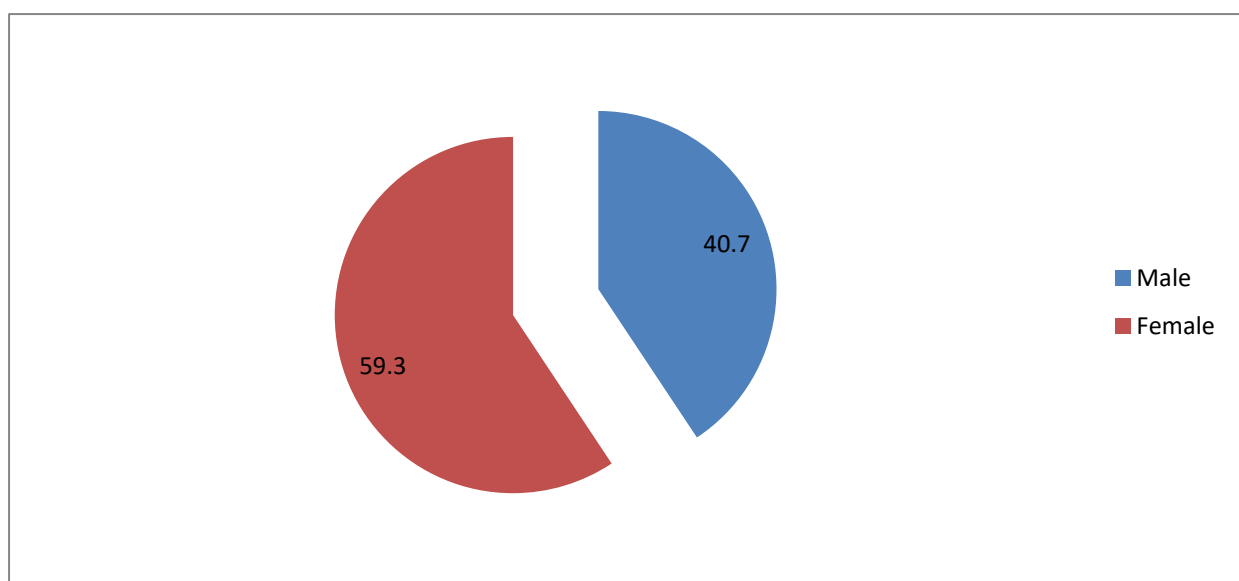
Total 300 Questionnaire has been distributed among the employees of Banking and IT Sector companies of sample area. Out of these 300, just half i.e. 150 questionnaires were received which were fully filled. So further for the purpose of analysis only 150 questionnaires were used.

Data Analysis

Table 1:- Frequency distribution table for Gender

Gender(A5)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	61	40.7	40.7	40.7
	Female	89	59.3	59.3	100.0
	Total	150	100.0	100.0	

Graph 1:- Frequency distribution graph for Gender



The graph and table given above represent the gender of the respondents taken for the study. The collected data clearly shows that majority of respondents taken for the study is females (59.3%) however male respondents are also significant. This will help the researcher to get a better understanding of the gender differences in jobs satisfaction.

Hypothesis

Further for achieving the objectives of the study following hypothesis is framed;

- H₀₁:** "There is no significant difference between male and female respondents towards Societal objective of HRM".
- H₀₂:** "There is no significant difference between male and female respondents towards Personal objective of HRM".
- H₀₃:** "There is no significant difference between male and female respondents towards Functional objective of HRM".
- H₀₄:** "There is no significant difference between male and female respondents towards Organizational objective of HRM".

Table 3:- Descriptive statistics table

Descriptive									
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Societal objectives:	Male	61	3.61	.759	.097	3.41	3.80	2	4
	Female	89	3.06	.628	.067	2.92	3.19	2	4
	Total	150	3.28	.734	.060	3.16	3.40	2	4
Personal objectives	Male	61	3.92	.378	.048	3.82	4.01	3	5
	Female	89	4.29	.786	.083	4.13	4.46	2	5
	Total	150	4.14	.676	.055	4.03	4.25	2	5
Functional objectives	Male	61	2.82	1.258	.161	2.50	3.14	1	4
	Female	89	3.27	1.063	.113	3.05	3.49	1	4
	Total	150	3.09	1.164	.095	2.90	3.27	1	4
Organizational objectives	Male	61	2.21	.878	.112	1.99	2.44	1	3
	Female	89	2.66	.656	.070	2.52	2.80	1	3
	Total	150	2.48	.783	.064	2.35	2.61	1	3

The table given above is representing the descriptive statistics for the HRM objectives. It gives all the values of Mean, standard deviation and total number of respondents participated. Higher standard deviation shows that wider scope of the study and the column of analysis showing the given response (in number) by the employees.

Table 4:- Test of Homogeneity of Variances

Test of Homogeneity of Variances				
	Levene Statistic	df1	df2	Sig.
Societal objectives	5.760	1	148	.018
Personal objectives	29.912	1	148	.000
Functional objectives	12.305	1	148	.00
Organizational objectives	20.208	1	148	.000

"Levene's Test for Equality of Variance is performed to test condition that the variances of both samples are equal or not. A high value results normally in a significant difference and a low value results normally in a non-significant. Table given above demonstrates that all the HRM objectives are displaying low value".

Table 5:- ANOVA

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Societal objectives:	Between Groups	10.964	1	10.964	23.422	.000
	Within Groups	69.276	148	.468		
	Total	80.240	149			
Personal objectives	Between Groups	5.065	1	5.065	11.901	.001
	Within Groups	62.995	148	.426		
	Total	68.060	149			
Functional objectives	Between Groups	7.329	1	7.329	5.575	.020
	Within Groups	194.544	148	1.314		
	Total	201.873	149			
Organizational objectives	Between Groups	7.323	1	7.323	12.884	.000
	Within Groups	84.117	148	.568		
	Total	91.440	149			

According to Table given above, the significant value of all the variables here i.e. all the HRM objectives is less than 0.05 so we reject the null hypothesis and accept the alternative hypothesis for all of them that There is a significant difference between male and female respondents towards Organizational, societal, functional, personal objective of HRM. This deciphers that both male and female employees perceive HRM objectives differently. There is a significant role of gender in employee job satisfaction.

CONCLUSION

In this paper the role of gender in employee satisfaction within selected Private Banks and IT companies of Udaipur city of Rajasthan was studied. A simple theoretical framework was built where the HRM objectives were studied on the basis of gender. Four broad categories of HRM objectives were taken into account and a theoretical and conceptual framework was constructed. Though employees under consideration have displayed their “commitment, contribution, service and dedication” in the development of the HRM framework, due to increased female employees at workplaces especially in developing nations, researches has now shift their focus towards role of gender on job satisfaction by concentrating on their HRM objectives. The result of the one way ANNOVA test represented that there is a significant difference between male and female respondents towards Organizational, societal, functional, personal objective of HRM. Gender creates many differences in the attitude of men and women at workplace and hence impacts job satisfaction up to a greater extent. In order to fulfill the aims of HRM and develop Human capital in an organization it is necessary to study the role of gender on job satisfaction.

It is thus believed that if these organizations take an account of the role of gender in job satisfaction an HRM objective in their companies, they can easily achieve their aim of satisfied and motivated employee. Also from results we can say that poor performance of employees can be attributed to the lack of proper training and development activities. It is therefore, recommended that private banks and IT companies in Udaipur should improve upon its HRM policy to be consistent with the needs of its employees depending upon their gender.

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