

## Job Satisfaction, Gender and Salary: A Study on Correlation

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### Abstract

*From psychological perspective, job satisfaction is the pleasant feelings that results from the appraisal of the job or by the job facilities. Job satisfaction is the level of contentment a person feels regarding his or her job. This feeling is based on an individual's perception of satisfaction. Job satisfaction can be influenced by a person's ability to complete required tasks, the earning, learning in an organization, and the way management treats employees. This research tries to study the level of job satisfaction on the basis of gender and their salary among college teachers of Lalitpur district. This survey research was conducted upon 122 (male 72 and female 50) respondents by using The Minnesota Satisfaction Questionnaire (MSQ). Result of study shows male respondents were earning more than female respondents. Male respondents are more satisfied than female. The job satisfaction is positively correlated to salary.*

**Key Words:** Job Satisfaction, teachers, Gender, Salary, Organization

### Introduction

Job satisfaction is the level of contentment a person feels regarding his or her job. This feeling is based on an individual's perception of satisfaction. Job satisfaction can be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way management treats employees. Job satisfaction falls into two levels: affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is a person's emotional feeling about the job as a whole. Cognitive job satisfaction is how satisfied employees feel concerning some aspect of their job, such as pay, hours, or benefits.

Many organizations face challenges in accurately measuring job satisfaction, as the definition of satisfaction can differ among various people within an organization. However, most organizations realize that workers' level of job satisfaction can affect their job performance, and thus determining metrics is crucial to creating strong efficiency.

Despite widespread belief to the contrary, studies have shown that high-performing employees do not feel satisfied with their jobs simply because of high-level titles or increased pay. This lack of correlation is a significant concern for organizations since studies also reveal that the implementation of positive HR practices results in financial gain for the organizations. The cost of employees is quite high, and creating satisfaction relevant to the return on this investment is paramount. Typically, five factors can be used to measure and influence job satisfaction:

- Pay or total compensation
- The work itself (i.e., job specifics such as projects, responsibilities)
- Promotion opportunities (i.e., expanded responsibilities, more prestigious title)
- Relationship with supervisor
- Interaction and work relationship with coworkers

In addition to these five factors, one of the most important aspects of an individual's work in a modern organization concerns communication demands that the employee encounters on the job. Demands can be characterized as a communication load: "the rate and complexity of communication

inputs an individual must process in a particular time frame." If an individual receives too many messages simultaneously, does not receive enough input on the job, or is unsuccessful in processing these inputs, the individual is more likely to become dissatisfied, aggravated, and unhappy with work, leading to a low level of job satisfaction.

Superior–subordinate communication, or the relationship between supervisors and their direct report(s), is another important influence on job satisfaction in the workplace. The way in which subordinates perceive a supervisor's behavior positively or negatively influence the job satisfaction. Communication behavior—such as facial expression, eye contact, vocal expression, and body movement—is crucial to the superior–subordinate relationship.

Many scholars have defined Job satisfaction, and the main definition is the differences that exist between the expectations about the job, and the actual attribute of the. Locke (1969), one of the scholars who defined job satisfaction by mentioning that; job satisfaction is the pleasant feelings that results from the appraisal of the job or by the job facilities, whereas job dissatisfaction is the unpleasant feelings that results from the appraisal of job such as, frustration or blocking the achievement of the values (Schwepker, 2001, p. 41).

Job Satisfaction also defines as a sense of completeness and accomplishment stemming from work, this feeling has nothing to do with money or features, or even permission to leave. Feeling of relief that the employee has is stemming from the work itself. Hoppock defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935).

According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way the employee feels. That job satisfaction presents a set of factors that cause a feeling of satisfaction. Job satisfaction can be defined as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation.

### **Statement of the problem**

Higher the job satisfaction reflects higher efficiency and efficacy among the employees. It minimizes the threshold of the organization and its goals. If professionals were well satisfied with their jobs, they empower other staffs, clean their work place, respect other staffs, increased in performances, positive thinking towards the organization etc. If teachers were highly satisfied with their job they were motivated to improve the working environment which directly influences their teaching methodology. The statement of the problems are as follows:

- a. Does job satisfaction influence on the organizational citizenship behavior among college teachers?
- b. Was there any difference on level of job satisfaction between male and female college teachers?
- c. Does salary influence on the level of job satisfaction among college teachers?

### **Objectives**

- a. To study the job satisfaction of college teachers.
- b. To find out the difference on level of job satisfaction between male and female college teachers.

- c. To study the influence of salary on the level of job satisfaction and organizational citizenship behavior among college teachers.

### Hypothesis

1. The level of job satisfaction between male and female college teachers is not different.
2. The salary positively influences on the level of job satisfaction among college teachers.

### Operational definition

#### a. Organization

A social unit of people that is structured and managed to meet a need or to pursue collective goals. All organizations have a management structure that determines relationships between the different activities and the members, and subdivides and assigns roles, responsibilities, and authority to carry out different tasks. Organizations are open systems; they affect and are affected by their environment.

#### b. Teachers

A teacher (also called a guider or, in some contexts, an educator) is a person who helps others to acquire knowledge, competences or values. *Informally* the role of teacher may be taken on by anyone (e.g. when showing a colleague how to perform a specific task). In some countries, teaching young people of school age may be carried out in an informal setting, such as within the family, tutor someone who gives private lessons to one student or a small group of students. In Britain, a tutor is also a teacher in a university

#### c. Performances

The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is believed to fulfill an obligation, in a manner that releases the performer from all liabilities under the contract.

#### d. Motivation

Internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal.

Motivation results from the interaction of both conscious and unconscious factors such as the (1) intensity of desire or need, (2) incentive or reward value of the goal, and (3) expectations of the individual and of his or her peers. These factors are the reasons one has for behaving a certain way. An example is a student that spends extra time studying for a test because he or she wants a better grade in the class.

#### e. Satisfaction

Satisfaction is a complex term and sometimes used interchangeably with the emotion of happiness, but they are indeed two separate concepts. Life satisfaction is defined as one's evaluation of life as a whole, rather than the feelings and emotions that are experienced in the moment. Whereas job satisfaction is defined as the level of contentment a person feels regarding his or her job.

#### f. Salary

A salary is a form of periodic payment from an employer to an employee, which may be specified in an employment contract. It is contrasted with piece wages, where each job, hour or other unit is paid separately, rather than on a periodic basis.

#### Literature review

Smith et al, (2009) had defined the term “Job satisfaction” as the extent to which a worker is satisfied with the rewards he or she receives from his or her job particularly in standings of basic motivation. When a worker get rewards as salary, facilities, the amount of satisfaction and gratification received experienced from worker.

Locke (1976) had also defined job satisfaction on the ‘The nature and causes of job satisfaction Handbook of Industrial and organization psychology. Chicago’, as a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience, which plays important role in developing and enhancing level of organizational citizenship behavior. Aziri, (2008) review on Job Satisfaction: A Literature Review on Management Research and Practice of Republic of Macedonia revealed that Job satisfaction represents one of the most difficult areas facing today’s managers when managers have to manage their employees. Review had demonstrated remarkably large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations.

In India, Ganguli (1983) had compiled results from three studies on Indian Workers, ranking of various job factors that could contribute to the satisfaction or dissatisfaction of employees in their work. The results of his studies that the workers had consistently ranked adequate earnings at number one. Job security and opportunity for advancement are other factors, which are ranked high by Indian workers, while such factors as working hours, relations with colleagues, job status and prestige have been ranked low as motivators in the work situation.

Job satisfaction as the result of the worker’s appraisal of the degree to which the work environment fulfills the individual’s needs. If the individuals able to fulfill their needs as food, clothes, security, respects etc. from the organization where they work for, then only the individual were able to satisfied from their job. The term job satisfactions refer to the attitudes and feelings people have about their work. The review of Armstrong, (2006), had mentioned two types of job satisfaction which individual experienced from their job. They are Positive or favorable attitudes towards the job and Negative or unfavorable attitudes towards the job. The positive attitudes indicate job satisfaction while negative attitude indicated job dissatisfaction. Most of the studies show that relationship between the employee participation and job satisfaction is positive.

Sinha (1972) argues that the job satisfaction is basically related to human needs and their fulfillment through work. It is generated by individual’s perception of how well his job overall is satisfying to his various needs. Another review of Hoppock (1935) on the ‘Early Job Satisfaction and Vocational Guidance Pioneer’, The first of these studies, which began in the summer of 1932, used semi structured interviews to examine job satisfaction among 40 employed and 40 unemployed adults (the unemployed participants were asked to reflect on their most recent job). Among other things, these participants were asked to note the things they liked and the things they disliked about their work. In addition, participants completed self-report measures of overall job satisfaction and satisfaction with specific aspects of their job, such as supervision, coworkers, and pay. Who had introduced job satisfaction empirically by reviewing all the studies before 1933 found that job satisfaction is the combination of psychological, physiological and environmental circumstances, which promotes to enhance employees job satisfaction.

Many research findings showed that job satisfaction influenced by job situation, demographic and personal characteristics of the workers. It suggested that compensation, working conditions, job security, group structure; supervision, interest in job, aspirations, personal attributes etc. are also correlated with job satisfaction (Adhikari 2005). However, no significant association between demographic variables and job satisfaction has also been observed in the findings of studies conducted by Srivastava (1978) on his study A Study of Some Determinants of Job Satisfaction between Underground and Colliery Workers. Luthans and Thomas (1989; cited in Adhikari; 2005) found that workers who are 30 years of age or above have an overall higher job satisfaction than for those below 30 years. It also suggested that the employees who have worked for more than 5 years are more satisfied than the employees with less than 5 years of experiences.

Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction. The satisfaction may be affective: one-dimensional subjective concept representing an overall emotional feeling the individuals have about their job as a whole.

**Methodology**

During the study, Quantitative method was applied for the study and scientific questionnaires were used in survey.

**Sample design**

The study was conducted in Lalitpur Sub metropolitan City. The data was collected from 8 different Bachelor level Colleges. Participants (N = 122; 72 Male and 50 Female), was selected from 8 different Bachelor level Colleges of Lalitpur Sub Metropolitan City, Lalitpur District, Nepal. Official letter of Central Department of Psychology, Tribhuvan University was used for the permission of Colleges. Purposive sampling was conducted for the study.

Table 1.

*Sample Design for the study*

S.N	Male	Female	Total
No. of respondents	72	50	122

**Data collection tool**

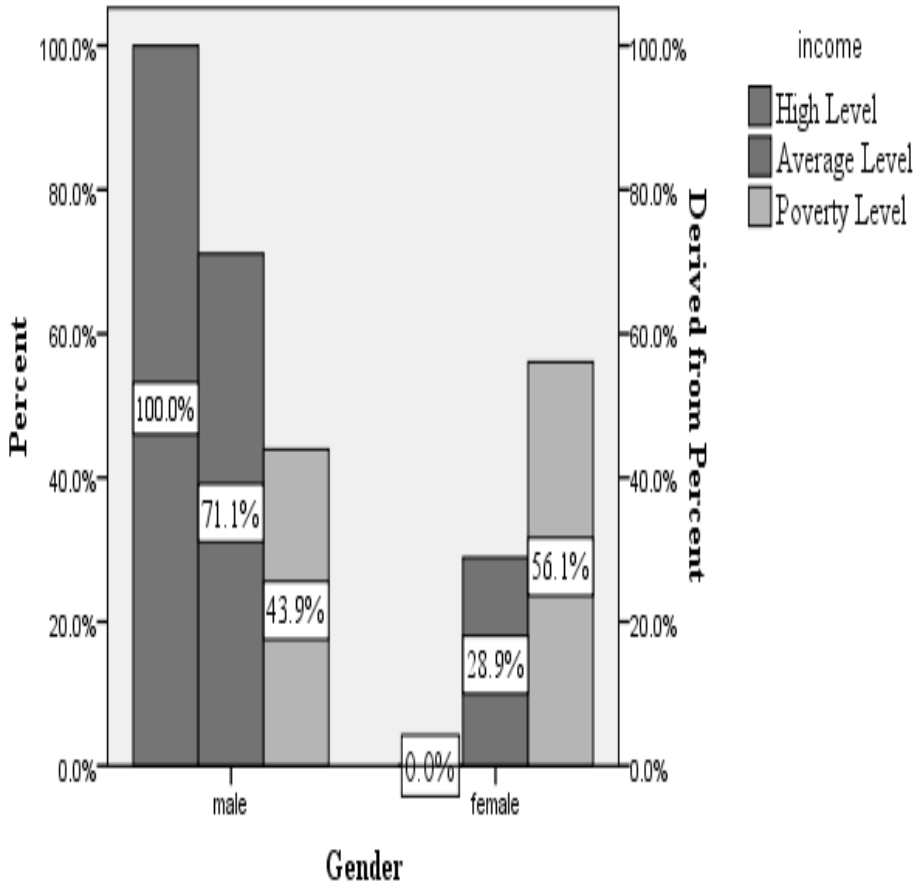
**The Minnesota Satisfaction Questionnaire (MSQ)**

The Minnesota Satisfaction Questionnaire (MSQ) is a popular measure of job satisfaction that conceptualizes satisfaction as being related to either intrinsic or extrinsic aspects of the job. Intrinsic satisfaction is related to how people feel about the nature of their job tasks, while extrinsic satisfaction is concerned with aspects of the job that are external or separate from job tasks or the work itself.

The MSQ has been in use for over 30 years in a wide range of jobs, including factory and production work, management, education (primary, secondary, and college), health care (including nurses, physicians and mental workers), sales. Several studies of nursing assistants in long term care facilities have used the MSQ (Friedman et al., 1999; Grieshaber et al., 1995; Waxman et al., 1984). The scale has 20 questions and 5-point Likert scaling (extremely satisfied to not satisfied). The scale was easy and can be used by simple calculations. The higher scores indicate higher job satisfaction.

**Result**

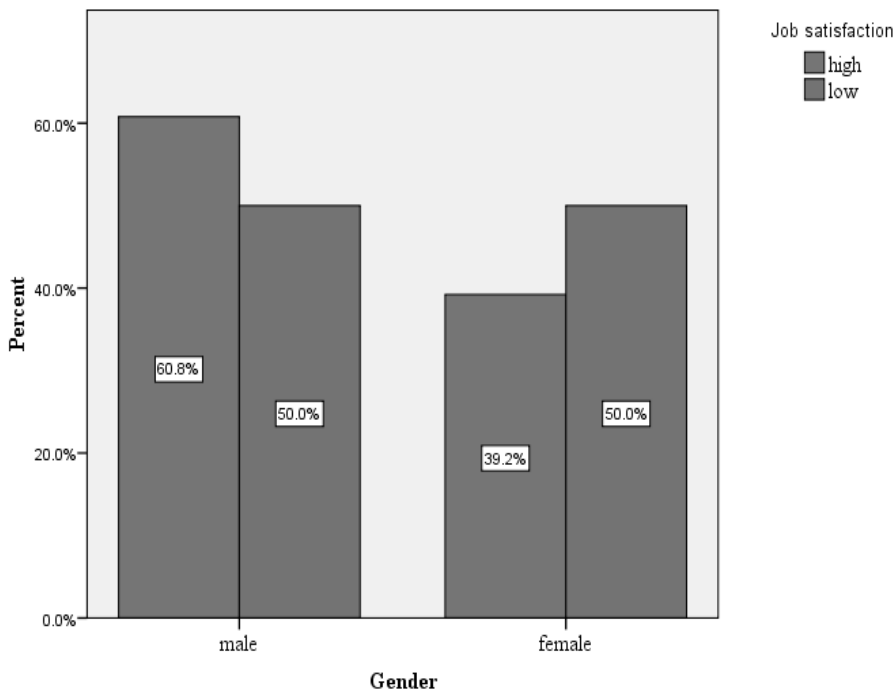
**Gender and Salary among Teachers**



*Diagram 1: Gender and Income Range among Teachers*

Diagram 1 showed that the demographic status of Gender and salary among the teachers, the total number of teacher participants (N=122, Male= 72 and Female = 50). In which male scored 100% on High level of income, 71.1% on Average level of income and 43.9% on Poverty level of income while female scored 0% on High level of income, 28.9% on Average level of income and 56.1% on Poverty level of income. The diagram clearly showed that male teachers have high level of income ranges than female teachers.

**Job Satisfaction and Gender among teachers**



*Diagram 2: Level of Job Satisfaction and Gender among Teachers.*

Diagram 2 shows that the demographic status of Gender and level of Job Satisfaction among the teachers, the total no of teacher participants (N=122, Male= 72 and Female = 50). In which male scored 60.8% on High Job satisfaction and 50% on low Job satisfaction while female scored 39.2% on High Job satisfaction and 50% on Low Job satisfaction. The diagram clearly showed that male teachers have high level of Job satisfaction than female teachers.

**Hypothesis 1**

The hypothesis 1 was stated that the salary positively influences on the level of job satisfaction among college teachers. In order to analysis, the salary positively influences on the level of Job satisfaction Linear Regression was applied on SPSS 17.

Table 1

*Linear Regression on Job Satisfaction and salary*

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.101 <sup>a</sup>	.010	.002	.37138

a. Predictors: (Constant), salary

**ANOVA<sup>b</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.171	1	.171	1.236	.268 <sup>a</sup>
	Residual	16.551	120	.138		
	Total	16.721	121			

a. Predictors: (Constant), salary

b. Dependent Variable: Job satisfaction

**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients		Correlations			
		B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part
1	(Constant)	1.024	.130		7.853	.000			
	Income	.057	.051	.101	1.112	.268	.101	.101	.101

a. Dependent Variable: Job satisfaction

The table 5 clearly showed results of Income and Job Satisfaction among Male (N = 72) and Female (N = 50), were placed in order to analysis the positive influence. From the SPSS analysis, the Linear Regression between salary and Job Satisfaction was R = .101 and Beta = .101, which was positive influence in relation. There was weak positive influence between salary and Job Satisfaction among college teachers since the coefficient is low.

**Hypothesis 2**

Hypothesis 2 was stated that level of job between male and female college teachers is not different. In order to analysis the difference among male and female teachers on Job satisfaction and organizational citizenship behavior, independent sample t- test was conducted on the SPSS 17.



Table 2

*Significant differences between male and female teachers on Job satisfaction*

<b>Group Statistics</b>										
		Gender	N	Mean	Std. Deviation	Std. Error Mean				
Job satisfaction		Male	72	1.1389	.34826	.04104				
		Female	50	1.2000	.40406	.05714				
<b>Independent Samples Test</b>										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job satisfaction	Equal variances assumed	3.136	.079	-.892	120	.374	-.06111	.06849	-.19672	.07450

The table 2 clearly shows the scored results of Job Satisfaction among Male (N = 72) and Female (N = 50), were placed in order to analysis the significance. 95% confidence interval of difference of its lower and upper along with t- value were analysis to conform the significance difference among the participants.

Levene's Test for Equality of Variances of Job Satisfaction, at 95% confidence interval of difference of (lower = -.19672, upper = .07450) and t value was (t = -.892), Significance was .079 (greater than 0.05). Since significance is .079 to some extent, greater than 0.05, it was concluded that there was to some extent, statistically significant difference between male and female teachers. The Job Satisfaction was to some extent different with both male and female Teachers.

**Discussion and conclusions**

**Discussion**

The review of Herzberg, Mausner, Peterson, & Capwell, 1957 suggested that the relationship between income levels on worker satisfaction is well established. In addition, the review of (Beutell & Wittig-Berman, 1999; Igalens and Roussel, 1999) researchers suggested a causal relationship between salary and job satisfaction whereas increased salary results in increased job satisfaction. Similarly, it has been conceptualized that satisfaction results in increased pay. Mohanty (2007) found that a positive attitude, which may arise from job satisfaction, among other factors in one's life, helps one earn more money. In either case, job satisfaction and salary are shown to have a general and positive relationship. The current findings of the research also supports the previous reviews. Thus, the finding of the research supports the fact that the income ranges positively influences on the level of job satisfaction among the teachers of educational institute.

The review of Shrestha. R. (1989) study on 'work satisfaction and related issues of employed educated Nepalese Women' revealed female college teachers of the age group 32-37 were low satisfied. College teachers having work experience of 20 years, and above were highly satisfied while

college teachers' having 12-19 years of work experience are low satisfied. Low paid college teachers were high satisfied while high paid college teachers were low satisfied which contrast with current finding.

### Conclusion

In conclusion, the results of the present study indicate that Job Satisfaction was a measurable and influential construct among teachers teaching in Bachelor level of education, which is influenced by salary. The impact of Salary on Job Satisfaction is positively related among Teachers teaching on Bachelor Level. For the better Job Satisfaction among their teachers, the educational institute should reward with competitive level of Salary and other facilities since teaching profession is a prestigious occupation. The perspective of teachers experience in their occupation also plays important role to determine income ranges, job satisfaction and organizational citizenship behavior among the teachers. The findings of the current study encourages further researches on years of experience, perceived leadership style, rewards and organizational commitment on Job Satisfaction and Organizational Citizenship Behavior among teachers teaching on any level of education. Thus, this finding helps as a guideline for human resource management and managers to review when they demand high performance and commitment in their institute.

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