

## Does Gender Matter? Examining Job Satisfaction and Organisational Commitment Across Male and Female Employees

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### ABSTRACT

Work attitudes such as Job Satisfaction and Organisational Commitment are a strong predictor of Work Productivity, and a huge research topic in the field of Organisational Psychology. The present study aimed to investigate the influence of gender job satisfaction and organisational commitment among employees. Standardised scales, namely the Job Satisfaction Survey (JSS) and the Organisational Commitment Scale (OCS) were utilised and data was collected from 28 managerial-level employees, equally divided by gender. Mann-Whitney U test and Spearman's correlation were used for statistical analysis. The results revealed that there are no significant differences in overall job satisfaction between male and female employees. However, significant differences are noted in organisational commitment between male and female employees, with male employees indicating high normative commitment. Additionally, a positive correlation between job satisfaction and organisational commitment is observed. These findings contribute to the understanding of gender dynamics in the workplace and offer insights for management practices aimed at enhancing employee satisfaction and commitment.

**Keywords:** *Work Attitudes, Organisational Commitment, Job Satisfaction, Gender*

*“Job attitudes are evaluations of one’s job that express one’s feelings toward, beliefs about, and attachment to one’s job.” - Judge and Kammeyer-Mueller, 2012*

The field of Organisational Psychology is particularly concerned with the attitudes of employees in the workplace. Work attitudes are subjective and heavily influenced by multiple factors, including wages, career advancement, job security, work-life balance, and the overall organisational culture. Additionally, factors like gender, age, ethnicity, and socioeconomic background can significantly impact how individuals perceive their roles within an organisation and their satisfaction and commitment levels. (Steers, 1977)

Work attitudes include perceived Job Satisfaction, Organisational Commitment, Organisational Support, Employee Engagement, Intention to quit, Organisational Citizenship behaviour, etc. In the present study, we focus on two key work attitudes, namely Job Satisfaction and Organisational Commitment.

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**Job Satisfaction** refers to the “pleasurable emotional state which results from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values.” (Locke, 1969) It basically refers to a positive feeling about a job. It is the extent to which an employee feels self-motivated, content & satisfied with his/her job. Job satisfaction happens when an employee feels that he/she is having job stability, career growth and a comfortable work life balance. According to Hackman & Lawler, task identity, task significance, skill variety, autonomy and feedback relate to job satisfaction. (Job characteristics model, 1971) According to Spector (1985) there are 9 facets of Job Satisfaction, which include, Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Operating Conditions, Coworkers, Nature of Work and Communication.

On the other hand, **Organisational Commitment** refers to “a state in which an employee identifies with a particular organisation and its goals, and wishes to maintain membership in the organisation.” (Miller, 2003) It thus refers to the degree to which an employee is willing to keep participation owing to interest in and identification with the organisation's aims and values. According to Meyer and Allen (1997, p. 106), organisational commitment can be divided into three dimensions: affective, continuance, and normative commitments. Affective Commitment reflects a person's emotional ties to the organisation, and is defined as the employee’s emotional attachment to, identification with, and involvement in the particular organisation. Continuous Commitment refers to the awareness of the costs associated with leaving the organisation. It is calculated in nature, as the person perceives or weighs the costs and dangers of leaving the existing organisation. Lastly, Normative Commitment is described as a feeling of obligation to continue employment. Individuals are obligated to maintain their membership in the organisation due to internalised normative views of duty and responsibility (Allen & Meyer, 1990).

### **Job Satisfaction, Organisational Commitment, and Gender Literature**

The relation of the sex of the employee to their work attitudes has gained particular attention. According to Mathieu and Zajac (1990), the sex of an employee can impact their perception of their workplace, and consequently, their attitudinal reactions to the organisation.

It has been found that, on average, women have less autonomy, closer supervision, and more limited promotional opportunities than men (Wolf and Fligstein 1979). There are pay, promotion and treatment differences, and according to the International Labour organisation (2017), despite advancements, there still exist conscious and unconscious gender bias at the workplace.

And yet, researchers conclude that there are little to no differences in work attitudes such as Job Satisfaction between male and female employees. In 1989, Hodson tried to answer this question, with his research, ‘Gender Differences In Job Satisfaction: Why Aren’t Women More Dissatisfied?’. Similar studies have been conducted since then by many including Clark (1997) titled ‘Job satisfaction and Gender: Why are women so happy at work?’, Hulin and Smith (2004), Mason (2010), and Hauret & Williams (2017).

This ‘Gender Paradox’ has many hypotheses. According to Hodson (1989), this could be because (1) men and women prioritise ‘different aspects or characteristics of work’ (2) men and women adjust their job satisfaction based on the extent their family responsibilities; and (3) men and women have different ‘personal expectations’ and rate their job satisfaction on

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the basis of that. Expanding on the last point, Clark (1997) argued that women have the same or even more level of satisfaction, as their level of expectations from work are less. They compare their satisfaction to the same sex, when appraising their jobs, (Crosby, 1982), and thus, answer in relativity. Mason (2010) talked about the three competing hypotheses of socialisation, structural, and social role theory.

As far as the attribute of Organisational Commitment is concerned, research has been contradictory and mixed. Some researchers have argued that women are more committed to their organisations as compared to males. (Angle & Perry, 1981; Khalili & Asmawi, 2012), others state that there are no significant differences between male and female staff (Chukwusa, 2020), while more argue that men are more committed as compared to females as the female employee is more likely to suffer from the 'sex role' conflict (Aranya, 1986).

According to Baugh (1990), the gender and socialisation theory are such that women are socialised to view their primary role as within the family. Sex role stereotyping and gender bias only reinforce this view. They consider the role of a 'mother', or 'wife' or 'sister' greater. Thus, they have a different attitude towards work as compared to men, often will sacrifice professional career for family duties and thus, have less commitment. (Terborg, 1977) But, if the organisation is designed to accommodate family responsibilities, such as offer flexible work hours or parental leave, it can influence women's sense of commitment to their organisation and their overall satisfaction with their job. (Sekaran, 1990; Scandura, 1997).

Despite hundreds of studies conducted, no consensus or framework has been achieved. Schuler (1975) criticised previous studies for methodological faults, and argued that if factors such as education, occupational setting, age, etc were kept at a constant level, differences in commitment and satisfaction wouldn't be found. The current study thus aims to investigate the role of sex on the employee's work attitude, controlling the critical variables particularly in the Indian Context.

### ***Purpose***

The purpose of the study is to investigate and compare the levels of job satisfaction and organisational commitment between male and female employees.

### ***Hypothesis***

- There will be no significant difference between Job Satisfaction of male and female employees. (Ho)
- There will be no significant difference between Organisational Commitment of male and female employees. (Ho)
- There will be a significant positive correlation between Organisational Commitment and Job Satisfaction.

## **METHODOLOGY**

### ***Sample***

A total of 28 employees from Delhi participated in this study. Unlike previous studies, extraneous variables such as age, tenure, position, and education were kept the same. Participants were selected between the age range of 35-40, at managerial positions in an MNC.

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### Measures

The following standardised scales were used for assessment:

- **The Job Satisfaction Survey (JSS)** is a 36 item, nine facet scale used to assess work attitudes involving various aspects of the job and was developed by Paul E. Spector in 1985. The nine factors include Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Operating Procedures, Coworkers, Nature of Work, and Communication. A summated rating scale is used having six choices for every item ranging from 'strongly disagree' to 'strongly agree'.
- **The Organisational Commitment Scale's** revised version (1993) is a 18 item scale developed by Meyer and Allen. The scale has 3 central themes: Affective Commitment (affective attachment towards organisation), Continuance Commitment (commitment in context of leaving the organisation, and Normative Commitment (commitment related to obligation to remain in the organisation)

### Procedure

A quantitative research design was employed for the study. The data was collected online with the help of Google forms which consisted of 60 questions covering demographic details, and scales of job satisfaction, and organisational commitment. Participants were recruited through random sampling. After applying exclusion criteria, the final sample comprised 14 male and 14 female participants. The purpose of the research was explained to the participants, assuring confidentiality, and the standardised tests were administered.

## RESULTS

The data was collected and scored according to the scoring manual of the scales applied. The responses were analysed using Mann-Whitney U test to assess the gender differences in the two work attitudes i.e. Job Satisfaction and Organisational Commitment. Spearman's correlation was used to assess the correlation between the two parameters. Tables below indicate the findings:

*Table 1: results of the Mann-Whitney U test between Job Satisfaction of male vs female workers*

	Gender	N	Median	U	Significance
Job Satisfaction	Male	14	152	104.5	.769
	Female	14	156		
Pay	Male	14	17	92	.804
	Female	14	17		
Promotion	Male	14	18	65	.137
	Female	14	16		
Supervision	Male	14	20	91	.769
	Female	14	19.5		
Fringe Benefits	Male	14	13.5	104	.804
	Female	14	15.5		
Contingent Rewards	Male	14	16	120.5	.306
	Female	14	17.5		
Operating Conditions	Male	14	13.5	120	.329
	Female	14	15		
Coworkers	Male	14	17.5	103	.839
	Female	14	19		
Nature of Work	Male	14	18.5	110.5	.571

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	<b>Gender</b>	<b>N</b>	<b>Median</b>	<b>U</b>	<b>Significance</b>
Communication	Female	14	20.5	111	.571
	Male	14	16.5		
	Female	14	18.5		

Note: \* $p < 0.05$

**Table 2: results of the Mann-Whitney U test between Organisational Commitment of of male vs female workers**

	<b>Gender</b>	<b>N</b>	<b>Median</b>	<b>U</b>	<b>Significance</b>
Organisational Commitment	Male	14	77	54	.044*
	Female	14	63		
Affective Commitment	Male	14	24	82	.482
	Female	14	23		
Continuance Commitment	Male	14	25.5	64.5	.125
	Female	14	20		
Normative Commitment	Male	14	30	48.5	.021*
	Female	14	21.5		

Note: \* $p < 0.05$

**Table 3: results of Spearman's Correlation between Job Satisfaction and Organisational Commitment**

		<b>Organisational Commitment</b>	<b>Job Satisfaction</b>
Organisational Commitment	Correlation Coefficient	1.000	.417*
	Sig. (1-tailed)	.	.014
	N	28	28
Job Satisfaction	Correlation Coefficient	.417*	1.000
	Sig. (1-tailed)	.014	.
	N	28	28

\*. Correlation is significant at the 0.05 level (1-tailed).

## **DISCUSSION**

The study aimed to investigate the gender differences in work attitudes, particularly Job Satisfaction and Organisational Commitment. **For the aspect of total job satisfaction**, no statistically significant differences were found across genders ( $U = 104.5$ ,  $p = 0.769$ ). The median job satisfaction score for male employees was 152, while for female employees it was 156. Since the obtained p-value (0.769) is greater than the chosen significance level of 0.05, the null hypothesis is accepted. Even when the subscales of job satisfaction were compared across genders, no significant difference was found between values, and the null hypothesis was retained. Similar results have been found in old as well as recent studies, including Bokemeier & William (1987); Mobley et al. (1994); Fields and Blum (1997); Zoghi (2003) and Andrade et al. (2019).

Table 2 shows that as far as Organisational Commitment is concerned, **there is a statistically significant difference** in the overall commitment between male and female employees. ( $U = 54$ ,  $p = 0.044$ ) The median scores of male employees was observed to be 77, while the median scores of female employees was found to be 63. Since the p-value (0.044) is less than the significance level of 0.05, null hypothesis is rejected. It is thus

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summarised that male employees have a higher Organisational Commitment as compared to women employees. Similar studies have been conducted by various researchers over the years such as Aranya et al. (1986), Aydin et al. (2011), Ahmad et al. (2023) demonstrating that men are more committed than women employees, although reasons vary.

As far as subscales of Organisational Commitment are concerned, there was statistically significant difference found in the Normative commitment, ( $U = 48.5$ ,  $p = 0.021$ ), indicating gender differences. However, no statistically significant differences were found in Affective and Continuance Commitment between male and female employees. According to Ahmad (2023), males have a higher normative commitment as they enjoy greater advantages and comfort in the organisational facilities as compared to women, leading to a stronger sense of need to remain loyal to the organisation.

Lastly, as per Table 3, a positive correlation was found between Job Satisfaction and organisational Commitment. This is consistent with findings of Mowday et al., (1979) Vandenberg and Lance, (1992) who even indicate a causal relationship between the two constructs.

### CONCLUSION AND FUTURE SUGGESTIONS

In conclusion, the present study aimed to investigate if sex differences lead to differences in work attitudes such as Job Satisfaction and Organisational Commitment. The findings suggest that there is no significant difference between the two types of sex as far as Job Satisfaction is concerned. However, for the facet of Organisational Commitment, significant difference was found in Overall Organisational Commitment, and Normative Organisational Commitment. It is important to note that even though the critical variables were controlled—a limitation in many previous studies; due to the small sample size of the study, the findings may not be entirely accurate and can be subject to biases. The study has various implications of what managers and company owners need to be aware of while selecting company policies, as they affect satisfaction and commitment of employees. It would be interesting to see in the future studies, if these differences have reduced due to evolving structure of workplace-home dynamics.

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### **Conflict of Interest**

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