

Gender Differences in Job Performance and Job Satisfaction Among Government Employees

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ABSTRACT

This study examines gender differences in job performance and job satisfaction among government employees in Mumbai, focusing on the impact of emotional intelligence. A sample of 120 government employees, equally divided between men and women, was selected from various governmental institutions, including post offices and municipal offices. The study employed a non-probability random sampling method, with participants aged between 21 and 46 years. Data was collected using the Job Performance Questionnaire and the Job Satisfaction Scale, both of which have demonstrated high reliability. The results show significant gender differences in both job performance and job satisfaction. Male government employees exhibited significantly higher job performance (mean = 58.60) compared to females (mean = 49.78). Similarly, males reported higher job satisfaction (mean = 132.40) than females (mean = 124.69). Statistical analysis using t-tests confirmed the significance of these differences, leading to the rejection of the null hypotheses. The findings suggest that gender plays a crucial role in shaping job performance and job satisfaction among government employees.

Keywords: Gender differences, job performance, job satisfaction, government employees, emotional intelligence, public sector, t-test, government servants

In recent years, the study of gender differences in the workplace has gained substantial attention, particularly in the context of job performance and job satisfaction among government employees. Understanding these differences is critical for promoting equality, improving organizational effectiveness, and fostering a work environment that accommodates diverse needs. Gender differences in job performance and satisfaction have been explored across various sectors, but the dynamics in government settings warrant specific attention due to the unique nature of public sector work. Government institutions are often seen as more bureaucratic, with distinct career paths, hierarchical structures, and rules that may influence how gender impacts employee experiences (Smith & Johnson, 2019). This introduction explores the role of gender in job performance and satisfaction among government employees, drawing on the existing literature to frame these concepts within the context of public sector employment.

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The concept of job performance refers to how well an individual executes their job responsibilities, which can be influenced by a variety of factors, including individual skills, motivation, and organizational conditions. Gender, as a social construct, has often been linked to differences in workplace behaviors and attitudes. Research has suggested that male and female employees might exhibit different styles of performing tasks due to socialization, expectations, and professional experiences (Hurtz & Donovan, 2000). In government sectors, where formal evaluations and rigid performance metrics are often used, gendered perceptions and stereotypes can influence how job performance is assessed, even in the presence of similar levels of competence. Studies have indicated that male employees are often perceived as more competent in high-status and leadership roles, while female employees may face bias despite performing similarly or even better in some areas (Biernat & Manis, 1994). These gender biases in the evaluation of job performance could undermine the goal of creating fair and equitable government institutions.

In parallel with job performance, job satisfaction has been a central concern in organizational studies, as it is linked to productivity, employee retention, and overall organizational effectiveness. Job satisfaction encompasses an individual's feelings of fulfillment, contentment, and engagement with their work, which are influenced by intrinsic factors (e.g., the nature of the work itself) and extrinsic factors (e.g., compensation, work conditions). Gender differences in job satisfaction have been documented, with research often showing that women report lower levels of job satisfaction compared to men. This discrepancy may be influenced by factors such as pay disparities, limited opportunities for advancement, and a lack of work-life balance support, which disproportionately affect women in the workforce (Clark, 1997). In the context of government employment, these factors might be further exacerbated by institutional challenges such as rigid working hours, gendered roles in administrative functions, and slower promotion cycles that often disadvantage female employees (Eagly & Carli, 2007).

The intersection of gender with other demographic factors such as race, age, and socioeconomic status can further complicate the understanding of job satisfaction in government settings. For instance, minority women may face a "double jeopardy" of discrimination, both as women and as racial minorities, which could affect their perceptions of job satisfaction more significantly than their male or non-minority counterparts (Parker & Ogden, 2022). The presence of these compounded challenges underscores the importance of analyzing gender differences not as isolated variables but as part of a broader context of workplace inequalities. Additionally, organizational factors, such as leadership practices and workplace culture, can influence the extent to which gender impacts job satisfaction. In public sector organizations, where commitment to public service values is often emphasized, it is essential to examine how these values intersect with gender dynamics to either support or hinder employee satisfaction (Hochschild, 1997).

Gender differences in job performance and satisfaction are not only important for understanding individual experiences but also for improving organizational outcomes. Research has shown that when employees feel supported and valued, regardless of gender, they are more likely to perform well and contribute positively to organizational goals (Bohlander et al., 2020). In government sectors, where the aim is often to serve the public and achieve policy objectives, addressing gender disparities in job satisfaction and performance can lead to more efficient and equitable service delivery. Therefore, a comprehensive understanding of how gender influences these factors is crucial for creating

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an inclusive work environment that fosters both employee well-being and organizational success.

Examining gender differences in job performance and job satisfaction among government employees reveals a complex interplay of individual, organizational, and societal factors. Gender biases, institutional structures, and the broader socio-political context all play significant roles in shaping the experiences of male and female employees in the public sector. This research aims to shed light on these dynamics, with the goal of identifying strategies to promote gender equality in the workplace. By addressing these issues, government agencies can create a more equitable and supportive environment for all employees, ultimately leading to enhanced performance and job satisfaction across the sector.

Objective of the study:

- To Search the impact of emotional intelligence on job performance and job satisfaction among government servant.

Hypotheses:

- There will be no observable impact of gender on job performance among government employees.
- There is no evidence to suggest that gender affects job satisfaction among government employees.

Samples

In the current research study, the researcher focused on a sample of 120 government employees based in Mumbai, comprising an equal number of both genders with 60 women and 60 men. The participants were carefully selected from a variety of governmental institutions, including post offices and municipal offices, ensuring a diverse representation of roles within the public sector.

The participants' ages ranged from 21 to 46, with an average age of 34.78 and a standard deviation of 6.84, indicating a balanced mix of younger and more experienced employees. To select these individuals, a non-probability random sampling method was employed, allowing the researcher to gather insights while recognizing the limitations associated with this sampling technique. This approach provided a foundational group for understanding the dynamics and experiences of government employees in the specified region.

Variable:

- **Independents Variables:**
Gender 1) High 2) Low
- **Dependent Variables**
 1. Job Performance
 2. Job Satisfaction

Research Tools

- **Job Performance Questionnaire:** Job performance was assessed using the Job Performance Questionnaire developed by Bharti Gandhi in 2002. This questionnaire employs a three-point scale, with responses categorized as Yes, No, and Uncertain,

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corresponding to scores of 3, 2, and 1, respectively. It evaluates six dimensions of job performance: obedience, efficiency, punctuality, interpersonal communication, job knowledge, and public dealing. Each dimension contains six statements, resulting in a total of thirty-six items. The instrument has demonstrated high reliability, with a tested alpha coefficient of 0.75 and 0.96. It has been utilized by several scholars, including Nisha Kumari (2008) and Anita Sharma et al. (2010). The Job Performance scale is scored from 36 (minimum) to 108 (maximum), with 54 considered a moderate score. Individuals scoring below 54 are categorized as low performers, while those scoring above 54 are classified as high performers.

- Job Satisfaction Questionnaire:** The Job Satisfaction Scale was originally developed and standardized by Paul E. Spector. This scale consists of 36 items, with responses measured on a six-point scale. Scoring: The scale includes 36 items, where the maximum possible score is 216 (36 items × 6 points), and the minimum score is 36 (36 items × 1 point). The reliability and validity of the scale were assessed using the split-half reliability technique, which yielded a split-half reliability coefficient of 0.8125 (81.25%). The internal consistency of the scale was found to be 0.7301 (73.01%). Additionally, the intra-class correlations, obtained through item analysis, ranged from -0.1005 to 0.9479.

Statistical Analysis

“t” value Statistics is used for the present study.

STATISTICAL INTERPRETATION AND DISCUSSION

Mean, standard deviation, and t-value of job performance and job satisfaction for male and female government servants.

Table No-1

	Gender		Female		<i>df</i>	<i>t</i>
	Male		Mean	SD		
	Mean	SD	Mean	SD		
Job Performance	58.60	4.16	49.78	5.10	98	10.38**
Job Satisfaction	132.40	5.77	124.69	5.03	98	7.80**

Significant at 0.01 = 2.62, 0.05* = 1.98**

The mean job performance score for male government servants is 58.60 (SD = 4.16), while for female government servants, it is 49.78 (SD = 5.10). The obtained t-value is 10.38 with 118 degrees of freedom, and this result is statistically significant. Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted, indicating that male government servants exhibit significantly higher job performance than their female counterparts.

Regarding job satisfaction, the mean score for male government servants is 132.40 (SD = 5.77), and for female government servants, it is 124.69 (SD = 5.03). The obtained t-value is 7.80 with 118 degrees of freedom, which is also statistically significant. As a result, the null hypothesis is rejected, and the alternative hypothesis is accepted, meaning that male government servants have significantly higher job satisfaction than female government servants.

CONCLUSION

1. Male government servants exhibit significantly higher job performance than their female counterparts.
2. Male government servants have significantly higher job satisfaction than female government servants.

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Conflict of Interest

The author(s) declared no conflict of interest.

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