

FACTORS INFLUENCING THE JOB SATISFACTION OF WOMEN EMPLOYEES IN EDUCATIONAL INSTITUTIONS - A STUDY WITH REFERENCE TO CHENGALPET DISTRICT

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Abstract

The aim of this study is to examine the employees' job satisfaction in Chengalpet district. Specifically, this research aims to assess the impact of independent variables such as employee recognition, job security, rewards and employee job satisfaction, leadership and accountability as dependent variable. This article mainly focuses on the factors influencing job satisfaction of employees in Educational Institutions in Chengalpet District.

Keywords: Employee recognition, job security, rewards, job satisfaction

1. INTRODUCTION

Work fulfillment is characterized as the degree to which a worker feels self-propelled, content and happy with their work. Work fulfillment happens when a worker feels that the individual in question is having position steadiness, vocation development and an agreeable balance between serious and fun activities. This infers that the representative is having fulfillment at work as the work measures up to the assumptions of the person.

A fulfilled worker is dependably significant for an association as they intends to convey the best of their ability. Each worker needs a solid vocation development and balance between fun and serious activities at work environment. Assuming a representative feels content with their organization and work, they hope to reward the organization with every one of their endeavors.

Work fulfillment according to a worker viewpoint is to procure a decent gross compensation, have work steadiness, have a consistent professional development, getting rewards and acknowledgment and continually have new freedoms.

For a business, work fulfillment of a worker is a significant perspective to get the best out of them. A fulfilled worker consistently offers more to the organization which helps control steady loss and assists the organization with its development. Bosses need to guarantee a steady employment depiction to draw in representatives and continually give freedom to people to learn and develop.

2. LITERATURE REVIEW

Daljeet Singh wadhwa, ManajVerghese, Dalvinder Singh Wadhwa, (2011), through their perception distinguished the variables contributing towards representative work fulfillment. On Evaluation it was found that, the three factors, like ecological,

Organizational and Behavioral factors emphatically affects work fulfillment. Authoritative variables are the main angle for work fulfillment of the representatives in an organization.

MosammodMahamudaParvin and MM NurulKabir (2011), it was observed that creation of work fulfilment in workers can enlarge their service importance and amplify the employee satisfaction. Fairness is a main aspect which will affect the job contentment and employees of all business organizations are likely to cite trade protection as a very important provider to their job satisfaction.

Gaurav Taneja, TaranjeerDuggal and shikha Bhardwaj, (2016), examined the degree of occupation fulfillment among workers in Indian Public and Private sector banks. On their review it was observed that Culture, Climate, HR Policies and Procedures were significant causes of occupation fulfillment in Private and Public sector banks.

Dr. Pooja Pandey and Dr. Pradeep Kumar Asthana (2017), through their perception recognized the variables of Job Satisfaction. On examination it was observed that functioning condition, Organizational Policy, Strategies, Promotion, Job Stress and Compensation Packages are the key variables which influence the work fulfillment of representatives.

Peter Heimerl, Marco Haid, Lea Benedikt and Ursula Scholl-Grissemann(2020). This review demonstrated that potential open doors for additional preparation and advancement might prompt expansions in, generally speaking, fulfillment of representatives, alongside the four key variables like Infrastructures, Working Atmosphere, Working Activity and Salary.

Nabid Aziz, MohitulAmeen Ahmed, Mustafi and MdSajjadHosain (2020) according to this review it was exposed that reasonable struggle, equivalent behavior, promotional occasion and effective hour certainly and adequately manipulates the professed overall work contentment of workers in a more effectual conduct.

Ong ChoonHee, Chong Hui Shi, Tan OweeKowang, Goh Chin Fei, Lim Lee Ping, (2020), through their assessment distinguishes the connection between work fulfillment and powerful execution of Organizational Policies. This study discovered that initiatives has a critical relationship with work fulfillment.

SetyoRiyanto (2020), through their investigation, working atmosphere will affect the work inspiration and occupation fulfillment. Organizational Commitment, Standard working technique and representative work inspiration will upgradethe workplace which is a support for work fulfillment.

3. Job satisfaction of employees in Educational Institutions

The education sector of any country has important role within the society, particularly in the creation of information. The transfer of knowledge is performed principally in higher education institutions. In every social structure we have two kinds of educational activity state and private. Some of the employees play a decisive role in the success, vision and mission of the upper educational institution. The employees represent the worth of any country and they are the builders of the nation. These employees are a key resource within the educational sector, and have key role in the implementation of the goals of educational institution. The performance of educational employees is decided by the success of their students and has impact on students learning.

The present trend in educational institution is to supply higher level of service, so that the employees can learn more and reduce the stress level and they can also improve their knowledge.



4. STATEMENT OF THE PROBLEM

Women employees are struggling to satisfy their employers because of fear of job security, difficult to participate in management decision making process, lack of rewards and remuneration and lack of training programme. This study analyzes the factors of job satisfaction of women employees in educational institutions and it will help the women employees to increase their job satisfaction also it will help the educational institution to make necessary steps to improve the job satisfaction of their employees.

5. OBJECTIVES OF THE STUDY

- ☐ To measure the factors influencing the job satisfaction of employees in the educational institutions.
- ☐ To identify the organizational strategies that promotes job satisfaction among the employees.

6. SCOPE OF THE STUDY

This research will be helpful to the educational institutions to identify the job satisfaction factors of women employees and it will help them to give proper training and other benefits to their women employees also it will help the women employees to improve job satisfaction.

7. SAMPLE SIZE

Sample size taken for the study is 47 only. These data were collected from the women employees in the educational institution.

8. HYPOTHESIS

H1: There is a significant difference in the factors inducing job satisfaction among the respondents.

H2: There is a significant relationship between marital status and receiving proper recognition.

9. METHODOLOGY

For this study 50 questionnaires were used to collect data from the educational institutions employees. Usable questionnaire is only 47. So the sample size of this study is 47. Job satisfaction factors were rated on 5 point likerts' scale ranging from strongly disagree, Disagree, Neutral, Agree and strongly agree. The hypothesis suggested that there is a significant difference in the factors inducing job satisfaction among the respondents and there is a relationship between marital status and receiving proper recognition.

10. ANALYSIS AND RESULTS

Factors inducing job satisfaction - One sample t test

One sample t test

	Test Value = 3						
	N	Mean	Std. Deviation	Mean Difference	t	df	Sig. (2-tailed)
Receiving proper recognition	47	3.51	1.231	.511	2.843	46	.007
Able to feel job security	47	3.47	1.120	.468	2.865	46	.006
Satisfied with the remuneration and reward system	47	3.09	1.316	.085	.443	46	.660
Satisfied with the chance to improve the skills and knowledge	47	3.79	1.366	.787	3.950	46	.000
Opportunity to participate in decision making process.	47	3.13	1.312	.128	.667	46	.508
Fair competition will improve the performance of employees.	47	3.70	1.397	.702	3.445	46	.001

Interpretation

The Mean value of variables such as Receiving proper recognition (3.51), Able to feel job security (3.47), Satisfied with the chance to improve the skills and knowledge (3.79), Fair competition will improve the performance of employees (3.70) are less than 0.01 at 1% level of significance. Hence null hypothesis is rejected. It is concluded that there is a significant difference in the job satisfaction factors such as receiving proper recognition, Able to feel job security, Satisfied with the chance to improve the skills and knowledge, Fair competition will improve the performance of employees among the respondents.

The mean value of the variables such as Satisfied with the remuneration and reward system and Opportunity to participate in decision making process is more than 0.05 at 5% level of significance. Hence null hypothesis of the above variables are accepted. It concludes that there is no significant difference in Satisfied with the remuneration and reward system and Opportunity to participate in decision making process among the respondents.

One-Way ANOVA						
Factors		Sum of Squares	Df	Mean Square	F	Sig.
Receiving proper recognition	Between Groups	3.275	3	1.092	.706	.554
	Within Groups	66.470	43	1.546		
	Total	69.745	46			
Able to feel job security	Between Groups	2.799	3	.933	.731	.539
	Within Groups	54.904	43	1.277		
	Total	57.702	46			
Satisfied with the remuneration and reward system	Between Groups	5.306	3	1.769	1.023	.392
	Within Groups	74.353	43	1.729		
	Total	79.660	46			
Satisfied with the chance to improve the skills and knowledge	Between Groups	3.001	3	1.000	.519	.671
	Within Groups	82.871	43	1.927		
	Total	85.872	46			
Opportunity to participate in decision making processes.	Between Groups	.343	3	.114	.062	.979
	Within Groups	78.891	43	1.835		
	Total	79.234	46			
Fair competition will improve the performance of the employees.	Between Groups	1.608	3	.536	.261	.853
	Within Groups	88.222	43	2.052		
	Total	89.830	46			

Interpretation

The P value of the variables such as Receiving proper recognition, Able to feel job security, Satisfied with the remuneration and reward system, Satisfied with the chance to improve the skills and knowledge, Opportunity to participate in decision making process, Fair competition will improve the performance of employees are more than 0.05, at the 5% level of significance. Hence null hypothesis for the above variables are accepted. It concludes that there is no significant difference between the above variables and the age of respondents.

Post Hoc – Tukey HSD Test

Dependent Variable	Age of the respondents	Age of the respondents	Mean Difference	Std. Error	Sig.
Receiving proper recognition	Below 30	31-40	-.533	.601	.811
		41-50	-.474	.582	.848
		above 50	-1.000	.692	.479
	31-40 Years	Below 30	.533	.601	.811
		41-50	.060	.429	.999
		above 50	-.467	.569	.845
	41-50 Years	Below 30	.474	.582	.848
		31-40	-.060	.429	.999
		above 50	-.526	.550	.774
	above 50	Below 30	1.000	.692	.479
		31-40	.467	.569	.845
		41-50	.526	.550	.774
Able to feel job security	Below 30	31-40	-.167	.546	.990
		41-50	-.307	.529	.937
		above 50	-.833	.629	.552
	31-40 Years	Below 30	.167	.546	.990
		41-50	-.140	.390	.984
		above 50	-.667	.517	.575
	41-50 Years	Below 30	.307	.529	.937
		31-40	.140	.390	.984
		above 50	-.526	.500	.719
	above 50 Years	Below 30	.833	.629	.552
		31-40	.667	.517	.575
		41-50	.526	.500	.719
Satisfied with the remuneration and reward system	Below 30	31-40	.100	.635	.999
		41-50	-.377	.616	.928
		above 50	-.881	.732	.628
	31-40 Years	Below 30	-.100	.635	.999
		41-50	-.477	.454	.721
		above 50	-.981	.602	.373
	41-50 Years	Below 30	.377	.616	.928
		31-40	.477	.454	.721
		above 50	-.504	.581	.822
	above 50	Below 30	.881	.732	.628
		31-40	.981	.602	.373

		41-50	.504	.581	.822
Satisfied with the chance to improve the skills and knowledge	Below 30	31-40	.200	.671	.991
		41-50	-.386	.650	.933
		above 50	-.190	.772	.995
	31-40 Years	Below 30	-.200	.671	.991
		41-50	-.586	.479	.616
		above 50	-.390	.635	.927
	41-50 Years	Below 30	.386	.650	.933
		31-40	.586	.479	.616
		above 50	.195	.614	.989
	above 50	Below 30	.190	.772	.995
		31-40	.390	.635	.927
		41-50	-.195	.614	.989
Opportunity to participate in decision making process.	Below 30	31-40	-.133	.654	.997
		41-50	-.211	.634	.987
		above 50	.000	.754	1.000
	31-40 Years	Below 30	.133	.654	.997
		41-50	-.077	.468	.998
		above 50	.133	.620	.996
	41-50 Years	Below 30	.211	.634	.987
		31-40	.077	.468	.998
		above 50	.211	.599	.985
	above 50	Below 30	.000	.754	1.000
		31-40	-.133	.620	.996
		41-50	-.211	.599	.985
Fair competition will improve the performance of employees.	Below 30	31-40	-.067	.692	1.000
		41-50	-.175	.671	.994
		above 50	.381	.797	.964
	31-40 Years	Below 30	.067	.692	1.000
		41-50	-.109	.495	.996
		above 50	.448	.656	.903
	41-50 Years	Below 30	.175	.671	.994
		31-40	.109	.495	.996
		above 50	.556	.633	.816
	above 50	Below 30	-.381	.797	.964
		31-40	-.448	.656	.903
		41-50	-.556	.633	.816

Interpretation

Post Hoc- Tukey HSD test is used to test the significant difference between the groups based on mean difference. Above 50 years age group respondents have more mean difference compared with up to 30 years, 31- 40 years and 41 – 50 years age group respondents. It concludes that above 50 years age group respondents are receiving proper recognition from their Institution. The mean difference of above 50 years age group is more as compared with up to 30 age group, 31- 40 years and 41 – 50 years. It concludes that above 50 years respondents are able to feel job security. Above 50 age group and 41-50 age group respondents mean value is more as compared with up to 30 age group and 31-40 age group. It is stated that above 50 age group and 41-50 age group respondents are satisfied with their remuneration and reward system as compared with up to 30 age group, 31- 40 years.

Above 50 age group respondents have more mean difference compared with up to 30 age group, 31- 40 years and 41 – 50 years. It concludes that above 50 years respondents are satisfied with the chance to improve the skills and knowledge. 31- 40 years and 41 – 50 age group respondents have more mean difference as compared with up 30 age group and above 50 age group. It is stated that 31- 40 age group and 41 – 50 age group respondents have the opportunity to participate in decision making processes.

Association between Age and Employee recognition

Crosstab								
			Receiving proper recognition					Total
			SDA	DA	N	A	SA	
Age	Below 30	No	2	0	1	2	1	6
		%	33.3%	0.0%	16.7%	33.3%	16.7%	100.0%
	31-40	No	2	1	2	7	3	15
		%	13.3%	6.7%	13.3%	46.7%	20.0%	100.0%
	41-50	No	1	3	5	6	4	19
		%	5.3%	15.8%	26.3%	31.6%	21.1%	100.0%
	above 50	No	0	0	2	3	2	7
		%	0.0%	0.0%	28.6%	42.9%	28.6%	100.0%
Total		No	5	4	10	18	10	47
		%	10.6%	8.5%	21.3%	38.3%	21.3%	100.0%

The above crosstab table indicates that majority of the agreed employees are 31-40 age group (46.7%). The nature of association is tested in the following chi-square table.

Chi-square value for Age and Employee recognition			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.346 ^a	12	.758
Likelihood Ratio	9.037	12	.700
Linear-by-Linear Association	1.493	1	.222
N of Valid Cases	47		

Interpretation

From the above table it is found that the Pearson Chi-square value = 8.346 and P value =0.758 is statistically insignificant @5%.

Association between Marital status and Employee recognition

Crosstab Analysis							
		Receiving proper recognition					Total
		1	2	3	4	5	
Married	No	1	3	6	17	8	35
	%	2.9%	8.6%	17.1%	48.6%	22.9%	100.0%
Single	No	4	1	4	1	2	12
	%	33.3%	8.3%	33.3%	8.3%	16.7%	100.0%
Total	No	5	4	10	18	10	47
	%	10.6%	8.5%	21.3%	38.3%	21.3%	100.0%

Chi-square value for Marital status and Employee recognition			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.842 ^a	4	.012
Likelihood Ratio	12.707	4	.013
Linear-by-Linear Association	7.570	1	.006
N of Valid Cases	47		

Interpretation

It can be inferred from the above table, the Pearson Chi-Square value is 12.842 and P value is 0.012, were statistically significant at 5% level of significance hence null hypothesis is rejected. It concludes that there is a relationship between marital status of the respondents and employee recognition.

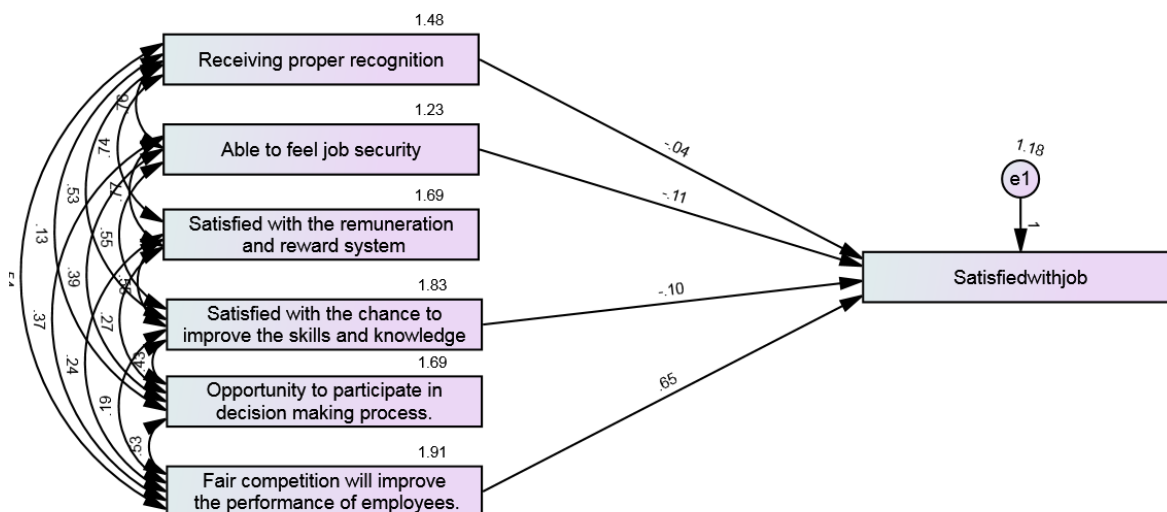
STRUCTURAL EQUATION MODEL

Goodness of fit test

The adequacy of the model was assessed by the following indices like CMIN/DF, GFI, AGFI, NFI and CFI. Values ranging from 0 to 1 indicate good fit and scores greater than 0.90 considered as a good fit model.

df	GFI	AGFI	CFI	NFI
3	0.998	0.982	1.000	0.996

Structural Equation Model



Modification indices make suggestion to make some changes in model parameters in order to improve the model fit. Based on that modification index the researcher has removed the regression weight path line of satisfied with job and satisfied with remuneration and reward system and satisfied with job and opportunity to participate in decision making process.

Unstandardised regression weight between proposed path

Relationship between Exogenous and Endogenous			Estimate	S.E.	C.R.	P
Satisfied with job	<---	Able to feel job security	-.113	.181	-.628	.530
Satisfied with job	<---	Satisfied with the chance to improve the skills and knowledge	-.103	.129	-.799	.424
Satisfied with job	<---	Fair competition will improve the performance of employees	.654	.123	5.330	***
Satisfied with job	<---	Receiving proper recognition	-.040	.163	-.242	.808

The relationship between different variable are measured through the unstandardized regression coefficient.

When Able to feel job security goes up by 1, Satisfied with job goes down by 0.113. When Satisfied with the chance to improve the skills and knowledge goes up by 1, Satisfied with job goes down by 0.103. When Fair competition will improve the performance of employees goes up by 1, Satisfied with job goes up by 0.654.

11. FINDINGS

- ☐ The educational institutions periodically conduct workshops for female employees to improve the quality of service.
- ☐ Organizations need to encourage their employees based on their merit regardless of gender.
- ☐ Educational institutions need to standardize the pay scales
- ☐ Organizations need to support the female employees by eliminating gender discriminations and providing a secure work environment free of gender bias.
- ☐ Human resource management should convey the subordinate's problem to the top management to take immediate action.

12. CONCLUSION

Women employees are facing lot of challenges in their workplace, so the management has to identify the factors which affect the female employees' job satisfaction and implement very good policies and provide necessary benefits to improve their satisfaction level. According to this study it is estimated that the predictors are satisfied with job explain 39.5 percent of its variance. In other words, the error variance of satisfied with job is approximately 60.5 percent of the variance of satisfied with job itself.

This study has undertaken a qualitative research based on in-depth and semi-structured interviews with the employees in educational institutions. The data has been analyzed by a theoretical model of job satisfaction variables. When organizations adopt very good strategies to improve the employee satisfaction and motivate them, automatically the productivity will increase. When the women employees receive the factors like proper recognition, timely encouragement, proper leave facilities and motivation, chance to improve their skills and knowledge, job security and proper remuneration will motivate them and improve their job satisfaction.

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