

Gender Difference In The Perception Of Job Satisfaction.

Certificate from the institute

A
Project Report
On
Gender Difference In The Perception Of Job Satisfaction

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Declaration

I Namrata Vilas Warkhade, of MBA-2, Seat No:-2019141 hereby declare that the project work titled Gender Difference in the Perception of Job Satisfaction which has been submitted to Savitribai Phule Pune University, is an original work of the undersigned and has not been reproduced from any other source. I further declare that the material obtained from other sources has been duly acknowledged in the report.

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Acknowledgement

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Executive summary

Job Satisfaction represents the group of a person's attitude towards or about the job.

The motive of the study was to compare the perception of Male & Female or to check perception differences between Male & Female towards Job Satisfaction. The study is based on differences in perception of Male & Female respondents towards Job Satisfaction.

The study covers all the 10 factors of Job Satisfaction which are Nature of Work, Interpersonal Relationship, Pay & Allowances, Work Environment, Training, Management Policies, Personal Growth & Career Development, Grievance & Redressal, Management & Employees, and Empowerment. Descriptive research methods or techniques were used to design this project. Due to Covid-19 pandemic physical survey was not possible, so we decided to collect the data through Google Forms.

The data was collected from the population of 107 respondents belonging to Finance & Accounts, IT, Banking or Government, Software, BPO, Marketing, selling, production, manufacturing, purchasing Industry, hospitality, hotel, advertising, interior, teaching & consultancy department, any other sectors. The survey questionnaire was distributed through electronic distribution techniques.

The scale used in this study to measure Job Satisfaction was from Shodhganga website. composed of 40 items, 4 items for each factor.

An Independent sample T-Test was conducted to check the differences between Male & Female perception of Job Satisfaction. The analysis showed that there is a significant difference between the perceptions of Male & Female respondents towards Job Satisfaction.

The study further showed that the 9 factors of Job Satisfaction differed according to the perception of Male & Female. Only perception towards Work Environment was not affected by Gender differences.

The study concluded that Female respondents (51 out of 107 sample size) are more satisfied than those of Male respondents (56 out of 107 sample size) in their Job.

In the above project we found that females are more satisfied than Male.

CHAPTER 1.

INTRODUCTION

1.1 Meaning

Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not the self-satisfaction, happiness or self-contentment but the satisfaction on the job.

Job satisfaction relates to the total relationship between an individual and the employer for which he is paid. Satisfaction means the simple feeling of attainment of any goal or objective. Job dissatisfaction brings an absence of motivation at work.

Research workers differently describe the factors contributing to job satisfaction and job dissatisfaction. Hoppock describes job satisfaction as, "any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job.

I choose job satisfaction as my topic because welfare of employees in any organization contributes greatly. HRM is a relatively modern concept which involves a range of human ideas and practice in management people. It is the organization function that deals with issues related to people such as competition, hiring, performance, management, organization development, safety, benefits, employees motivation, and communication.

This project is for the process of analysis required by the people based on the gender. To analyze the preference of men and women based on job satisfaction. The motive is to study about Job satisfaction among male and female.

1.2 Importance

Job satisfaction is a frequently studied subject in work and organizational literature. This is mainly due to the fact that many experts believe that job satisfaction trends can affect labor market behavior and influence work productivity, work effort, employee absenteeism and staff turnover. Moreover, job satisfaction is considered a strong predictor of overall individual well-being, as well as a good predictor of intentions or decisions of employees to leave a job.

Job satisfaction is also important in everyday life. Organizations have significant effects on the people who work for them and some of those effects are reflected in how people feel about their work. This makes job satisfaction an issue of substantial importance for both employers and employees.

As many studies suggest, employers benefit from satisfied employees as they are more likely to profit from lower staff turnover and higher productivity if their employees experience a high level of job satisfaction. However, employees should also 'be happy in their work, given the amount of time they have to devote to it throughout their working lives'.

1.3 Need

- The study helps to make the work atmosphere more effective.
- This study builds a good organization structure in future.
- It suggests the appropriate method of job satisfaction to the organization.
- It identifies the employee's expectation from the management.

1.4 Main Factors

(i) Personal Factors:

They include workers' sex, education, age, marital status and their personal characteristics, family background, socio-economic background and the like.

(ii) Factors Inherent in the Job:

These factors have recently been studied and found to be important in the selection of employees. Instead of being guided by their co-workers and supervisors, the skilled workers would rather like to be guided by their own inclination to choose jobs in consideration of 'what they have to do'. These factors include- the work itself, conditions, influence of internal and external environment on the job which are uncontrolled by the management, etc.

(iii) Factors Controlled by the Management:

The nature of supervision, job security, kind of work group, and wage rate, promotional opportunities, and transfer policy, duration of work and sense of responsibilities are factors controlled by management. All these factors greatly influence the workers. These factors motivate the workers and provide a sense of job satisfaction. Though performance and job satisfaction are influenced by different sets of factors, these two can be related to management links rewards to performance. It is viewed that job satisfaction is a consequence of performance rather than a cause of it.

Satisfaction strongly influences the productive efficiency of an organization whereas absenteeism, employee turnover, alcoholism, irresponsibility, non-commitment are the result of job dissatisfaction. However, job satisfaction or

dissatisfaction forms opinions about the job and the organization which result in boosting up employee morale.

1.5 Factors affecting the level of job satisfaction

1. Working Environment:-

It is essential to provide employees with a work environment that is conducive to their overall development. They need an environment which is healthy and safe and which caters to both personal comforts and facilitates doing a good job. If the working conditions are good (clean, attractive surroundings), the personnel will find it easier to carry out their jobs. On the other hand, if the working conditions are poor (hot, noisy surroundings), personnel will find it more difficult to get things done. Hence, it can be said that having a friend is friendly, and supportive.

2. Fair Policies and Practice:-

Individuals who perceive that promotion decisions are made in a fair and just manner are likely to experience satisfaction from their jobs. Very often employees are demotivated and dissatisfied with their jobs because unfair policies and practices prevail at their place of work. It is therefore of utmost importance for an organization to have a fair and equal system regarding practices and policies so that there is no discrimination and frustration.

3. Caring Organization:-

Care can be shown in various ways, but it takes into consideration career development, adult treatment, being taken seriously and being appreciated for a job well done. When people feel that the organization; for which they are working, cares for them and takes actions to improve their work and lives, they are happy, and this creates higher satisfaction. Environment can lead to increased job satisfaction.

4. Appreciation:-

The human race loves to be appreciated. Even for the smaller job that does one seek to have an appreciation, from colleagues, boss, and seniors. When one gets acknowledged in front of everyone, it gives up a boost to their morale. When appreciation leads to encouragement, the ultimate result is reflected in the efficiency of work automatically. Therefore, the level of job satisfaction is always higher wherever appreciation is higher.

5. Pay:-

Wages and salaries are recognized to be a significant but cognitively complex (Carragher, & Buckley, 1996) and multidimensional factor in job satisfaction. Money not only helps people attain their basic needs but is also instrumental in providing upper-level need satisfaction. Employees often see pay as a reflection of how management views their contribution to the organization. Fringe benefits are also significant, but they are not as influential. One reason undoubtedly is that most employees do not even know how much they are

receiving in benefits. Moreover, most tend to undervalue these benefits because they do not realize their significant monetary value.

6.Age:-

Age is one of the factors affecting job satisfaction. Various studies carried out in this field have shown that job satisfaction tends to increase with age. That is older employees tend to report higher satisfaction, and younger employees say the lowest job satisfaction rates.

7. Promotion:-

Promotional opportunities seem to have a varying effect on job satisfaction. This is because promotions take some different forms and have a variety of accompanying rewards. In recent years, the flattening of organizations and accompanying empowerment strategies, promotion in the traditional sense of climbing the hierarchical corporate ladder of success is no longer available as it once was.

8. Feel of Belongings:-

Most of the organization fails to understand this fundamental factor, whereas many have started acting towards it. If an employee feels that he is considered an important part of the team, he belongs to the organization then there are higher chances of job satisfaction. Texting or emailing an employee on his/her birthday, communicating the crisis to even the ground level employee, making special efforts during festive seasons, all these small little

gestures make an employee believe that he or she belongs to the firm. This brings job satisfaction and loyalty together.

9. Initiation and Leadership:-

If an employee is given an equal number of opportunities to show their talent, take the lead and initiate then the chances of having a higher level of job satisfaction is more. Suppose in an organization; no employee is asked to give suggestions, nobody is bothered to inform them of the decision. There are only a few figures who always lead the team. In such conditions, an employee wouldn't feel satisfied with whatever job he or she is currently doing.

10. Feel of Being Loved:-

It is noticed that if an employee has good bonding with colleagues and seniors, then the job satisfaction level is higher. One feels like coming to the office and performing the job. If the environment is not friendly, office politics is at its peak, and malpractices are done, then all these factors together leave no stone unturned in discouraging an employee from not coming to the office.

1.6 Negative Effects of Job Satisfaction on Employees

The impacts of low occupation fulfillment could be extensive and this issue is of sympathy toward little entrepreneurs and also expansive organizations. In the event that representatives are not content with their occupations, a few regions of their work are influenced and their conduct can additionally

influence different workers. A study distributed by the "Worldwide Archives of Occupational and Environmental Health" found that specialists who report low employment fulfillment accomplished a few different issues at act as a Reaction.

i. Job Stress:-

At the point when representatives are not content with their employment, they are significantly more prone to encounter and report issues at work. Specialists who are fulfilled or joyful at work are much liable to report learning about push by their employment.

ii. Poor Overall Performance:-

At the point when one worker is hopeless doing their employment, the greater part of alternate representatives they come into contact with are going to be influenced by their disposition. In the event that they see somebody who is so clearly hopeless, it will start to shade how they see their own particular occupations. Negative demeanor can spread through a work environment like a rapidly spreading conflagration and, in the event that they are not enhanced, the general assurance of the representatives will take a sharp decrease.

iii. Lack of Productivity:-

Low employment fulfillment together with low worker resolve prompts an absence of profit in an association. When somebody is miserable, they don't center well and they don't give careful consideration to their errands. They

discover many different things to do that do make them euphoric, at the same time disregarding the occupation they ought to be doing. At the point when one part of a group shows low gainfulness, it is regular for different parts of the group to feel disappointed therefore, and their profit will start to decrease too. It is an endless loop that is very basic.

iv. **High Employee Turnover Rates:-**

Low employment fulfillment likewise makes high turnover rates with workers. At some point or another, the representative is going to stop with the goal that they can discover an occupation they really appreciate doing. Numerous commercial ventures, for example, nourishment administration experience the ill effects of high turnover rates and the failure to hold qualified laborers. It is dependent upon little entrepreneurs and administrators to figure out how to expand work fulfillment, especially in trouble for some commercial enterprises in which the employment is extreme and the pay is low.

1.7 Objectives of the study

- i. To understand the factor affecting Job Satisfaction of employees.
- ii. To understand the Gender difference in the perception of Job Satisfaction.
- iii. To give appropriate suggestions based on findings of the study.

CHAPTER
2.THEORETICAL
BACKGROUND

2.1 HISTORY OF JOB SATISFACTION

One of the biggest preludes to the study of job satisfaction was the Hawthorne studies. These studies (1924-1933), primarily credited to Elton Mayo of the Harvard Business School, sought to find the effects of various conditions (most notably illumination) on workers' productivity. These studies ultimately showed that novel changes in work conditions temporarily increase productivity (called the Hawthorne Effect). It was later found that this increase resulted, not from the new conditions, but from the knowledge of being observed. This finding provided strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction. Scientific management also had a significant impact on the study of job satisfaction. Frederick Winslow Taylor's 1911 book, *Principles of Scientific Management*, argued that there was a single best way to perform any given work task. This book contributed to a change in industrial production philosophies, causing a shift from skilled labor and piecework towards the more modern approach of assembly lines and hourly wages. The initial use of scientific management by industries greatly increased productivity because workers were forced to work at a faster pace. However, workers became exhausted and dissatisfied, thus leaving researchers with new questions to answer regarding job satisfaction. It should also be noted that the work of W.L. Bryan, Walter Dill Scott, and Hugo Munsterberg set the tone for Taylor's work. Some argue that Maslow's hierarchy of needs theory, a motivation theory, laid the foundation for job satisfaction theory. This theory explains that people seek to satisfy five

specific needs in life – physiological needs, safety needs, social needs, self-esteem needs, and self-actualization. This model served as a good basis from which early researchers could develop job satisfaction theories.

2.2 The Concept of Job Satisfaction

Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not the self satisfaction, happiness or self contentment but the satisfaction on the job. The term relates to the total relationship between an individual and the employer for which he is paid. Satisfaction does mean the simple feeling-state accompanying the attainment of any goal The end-state is feeling accompanying the attainment by an impulse of its objectives. Research employees differently described the factors contributing to job dissatisfaction. (Green & Heywood 2008)

Hoppock describes job satisfaction as, “Any combination of psychological, physiological and environmental circumstances that cause any person truthfully to say I am satisfied with my job” The term “job satisfaction” refers to an employee's general attitudes toward his job. Locke defines job satisfaction as a “Pleasurable or positive emotional state resulting from the appraisal of one's job or job experience, to the extent that person's job fulfill his dominant need and is consistent with his expectations and values”

There are three major theories of job satisfaction via, (Hoppock 1998).

- a. Herzberg's Motivation-Hygiene Theory.**
- b. Need Fulfillment Theory.**
- c. Social Reference Group Theory.**

Smith Kendall and Hulin have suggested that there are five job dimensions that represent the most important characteristics of a job about which people have affective responses, these are:

- I. The work itself:** The extent to which the job provides the individual with the interesting task, opportunities for learning and the chance to accept responsibility.
- II. Pay:** The amount of financial remuneration that is received and the degree to which this is viewed as equitable vis-a-vis that of others in the organization.
- III. Promotion opportunities:** The chance for advancement in the hierarchy.
- IV. Supervision:** The ability is on the supervision to provide technical assistance and behavioral support.
- V. Co-Employees:** The degree to which follow Employees are technically proficient and socially supportive.

2.3 MEANING AND DEFINITION OF JOB SATISFACTION

Robert Hoppock (1935), who presented the earliest definition on Job Satisfaction, describes the concept “as being any number of psychological, physiological, and environmental circumstances which leads a person to express satisfaction with their job.” Vroom (1982) defined the construct “as workers’ emotional orientation toward their current job roles”.

The academic definitions of job satisfaction can be divided into three types Namely:

(1) Integral definition: This definition emphasizes workers' job attitude toward the environment with focal attention on the mental change for individual job satisfaction of employees (**Locke, 1976; Fogarty, 1994; Robbins, 1996**).

(2) Differential definition: It emphasizes job satisfaction and the difference between the actually deserved reward and the expected reward from employees; the larger difference means the lower satisfaction (**Smith et al., 1969; Hodson, 1991**).

(3) Reference structure theory: It emphasizes the fact that the objective characteristics of organizations or jobs are the important factors to influence employees' working attitude and behaviors but the subjective sensibility and explanation of working employees about these objective characteristics; the said sensibility and explanation are also affected by self reference structures of individual employee (**Morse, 1953; Homans, 1961**).

(4) Although no uniform definition of job satisfaction exists (Siegel & Lane, 1982):-job satisfaction is generally considered to be the overall feeling that a worker has about a job.

(5)Young (1984) defined:-job satisfaction as “the affective reaction that employees have about their jobs” . According to Young, job satisfaction has implications for the individual related to physical and mental health, for the organization related to the acceptance of and good performance on the job, and for society related to quantity and quality of life.

(6)Job satisfaction was defined by Lofquist and Dawis (1969) as “the pleasurable emotional state resulting from the appraisal of the extent to which the work environment fulfills an individual's requirement” .

(7) Solly and Hohenshil (1986) stated “Job satisfaction is defined as an attitude individuals hold about their work consisting of a general or global factor of satisfaction as well as a collection of specific factors related to sources of work reinforcement” .

(8)According to Hoppock (1977), job satisfaction can be defined as essentially any combination of psychological, physiological, and environmental circumstances that cause a person to say, “I am satisfied with my job”.

Business Definition of Job Satisfaction

The sense of fulfillment and pride felt by people who enjoy their work and do it well. Various factors influence job satisfaction, and our understanding of the significance of these stems in part from Frederick Herzberg. He called elements such as remuneration, working relationships, status, and job security "hygiene factors" because they concern the context in which somebody works. Hygiene factors do not in themselves promote job satisfaction, but serve primarily to prevent job dissatisfaction. Motivators contribute to job satisfaction and include achievement, recognition, the work itself, responsibility, advancement, and growth. An absence of job satisfaction can lead to poor motivation, stress, absenteeism, and high labor turnover.

Some other definitions of job satisfaction

(a)Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one’s job; an affective reaction to one’s job; and an attitude towards one’s job. Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion),

beliefs and behaviors. This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviors.

(b) "Job satisfaction is defined as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs" (**Spector, 1997, p. 2**). This definition suggests job satisfaction is a general or global affective reaction that individuals hold about their job. While researchers and practitioners most often measure global job satisfaction, there is also interest in measuring different "facets" or "dimensions" of satisfaction. 10 Examination of these facet conditions is often useful for a more careful examination of employee satisfaction with critical job factors. Traditional job satisfaction facets include: co-workers, pay, job conditions, supervision, nature of the work and benefits." (**Williams**)

(c) "Job satisfaction is a positive emotional state that occurs when a person's job seems to fulfill one's needs". It is not always related to the money factor-because some people also work to satisfy their urge to work.

(d) Following is the exact entry as defined by Dictionary.com.

–noun

1. An act of satisfying; fulfillment; gratification.
2. The state of being satisfied; contentment.
3. The cause or means of being satisfied.

4. Confident acceptance of something as satisfactory, dependable, true, etc. 5. Reparation or compensation, as for a wrong or injury.
6. The opportunity to redress or right a wrong, as by a duel.
7. Payment or discharge, as of a debt or obligation.
8. Ecclesiastical.

(E) Paul Spector's refers to job satisfaction as “a cluster of evaluative feelings about the job” and identifies nine facets of job satisfaction that are measured by the Job satisfaction.

1. **Pay** - amount and fairness or equity of salary
2. **Promotion** - opportunities and fairness of promotions
3. **Supervision** - fairness and competence at managerial tasks by one's supervisor
4. **Benefits** - insurance, vacation, and other fringe benefits
5. **Contingent rewards** - sense of respect, recognition, and appreciation
6. **Operating procedures** - policies, procedures, rules, perceived red tape
7. **Coworkers** - perceived competence and pleasantness of one's colleagues
8. **Nature of work** - enjoyment of the actual tasks themselves
9. **Communication** - sharing of information within the organization.

2.4 Theories of Job Satisfaction

1. Frederick Herzberg Two Factor Theory:-

More than four decades back, Herzberg et al., (1959) were intrigued by the question of what people want from their jobs. They applied critical incident

technique and surveyed 200 accountants and engineers from Pittsburgh. They were asked to describe the events which made them feel good or bad about their jobs. The responses were tabulated as follows. Their approach is popularly known as Two Factor Theory.

According to Herzberg, there are two factors; 'Motivators' and 'Hygiene factors'. It is only the motivating factors which generate job satisfaction. The very task/job and the outcomes of the job like recognition, reward, responsibility, promotion, and growth have potential to generate job satisfaction. He categorically explained that the second set of factors called 'hygiene factors' should be present in the organization so as to avoid dissatisfaction from job. For example power cuts, poor relations with superiors and colleagues, poor pay, restrictive policies, absence of job security and so on have the power to disturb the employees. But they cannot empower the employees.

2. Locke's Value Theory:-

This theory was conceptualized by E.A. Locke. This theory states that job satisfaction occurs where job outcomes an employee receives matches with those desired by him. Accordingly, the more the employee receives as outcomes they value, the more they feel satisfied; the less they receive as outcome they value, the less they feel satisfied.

In other words, the discrepancy between present aspects of the job and the aspect desired by the employee generates job dissatisfaction. The greater the discrepancy, the greater the job dissatisfaction and vice versa. This theory

invites the attention of management to those aspects of the job which cause dissatisfaction and transform them so that employees feel satisfied.

3. Adam's Equity Theory:-

This theory was contributed by J.S. Adam. The basic postulate of this theory is that employees compare the ratio of output to inputs with that of others. According to him inequity occurs where a person perceives that ratio of his outcomes to inputs and the ratios of a relevant others outcome to inputs are unequal.

$$\begin{aligned} \text{Inequity} &= \frac{\text{Person's outcome}}{\text{Persons inputs}} < \frac{\text{Others outcome}}{\text{Other inputs}} \\ & \frac{\text{Person's outcome}}{\text{Persons inputs}} > \frac{\text{Others outcome}}{\text{Other inputs}} \\ \text{Equity} &= \frac{\text{Person's outcome}}{\text{Persons inputs}} = \frac{\text{Others outcome}}{\text{Other inputs}} \end{aligned}$$

Inputs refers to age, gender, education, social status, organizational position, qualification, hard work, etc., while output signifies reward, pay, status, promotion, etc. Thus perception of equity generates job satisfaction and perception of inequity causes dissatisfaction.

According to Adam, workers want equitable payment. They neither want under payment nor over payment. They need fair pay. Where the inequity exists, workers strike to alter inputs or outcomes to restore equity; cognitively distort the inputs or outcome or leave the field or act on the other

or change the other. The critics attacked this theory on the ways advocated by Adam to deal with inequity. However, this theory highlighted the need of workers to be fairly treated by management.

4. Opponent Process Theory:-

This theory was developed by F.J. Landy. The crux of this theory is that constant input does not result in constant output. Initiating some change in the job may enhance worker's satisfaction in general but may not increase satisfaction consistently over a period. Landy applied this concept in goal setting theory. Employees may resist the change aggressively in the initial stage. Consequently job satisfaction declines. But pleasure from the job increases progressively as an employee gains experience in goal setting exercises.

5. HERZBERG'S TWO FACTOR THEORY:-

No theory of job satisfaction has received as much attention or has been subjected to as much criticism as the theory proposed by Herzberg, Mausner and Snyderman. Their study was concerned with an investigation into the causes of job satisfaction and dissatisfaction of engineers and accountants. The workers were asked to describe, in detail, times when they felt exceptionally good or exceptionally bad about his job. They were also asked to describe the conditions that led to those feelings. Herzberg and his associates found that employees named different types of conditions for good and bad feelings. The results of their study did indicate that factors which were associated with high satisfaction (satisfiers) were somewhat different

from the factors which were associated with situations of low satisfaction (dissatisfies). Herzberg stated that certain job factors primarily dissatisfied employees when the conditions are absent. However, their presence generally brings employees to a satisfied neutral state. By themselves, these factors do not motivate, they serve as a take-off point for motivation. These potent dissatisfactions are called hygiene factors or maintenance factors, because they are necessary to maintain a reasonable level of satisfaction in employees. The hygiene factors are related to context or environment in which people perform their tasks, therefore, they are also referred to as context factors. Other job conditions operate primarily to build motivation and job satisfaction, but their absence rarely proves strongly dissatisfying. These conditions are known as motivators or satisfiers. Job satisfiers are related to job content and they are therefore called content factors.

6. REFERENCE GROUP THEORY:-

Reference group for the individual defines the way in which he should look at the world and evaluate various phenomena in the environment including him, to a great extent. According to this theory, if a job meets the interest, desires and requirements of a person's reference group, he will like it, and if it does not, he will not like it. 112 The frames of reference for evaluation will be provided by one's social group and general social environment. The research findings of Hulling confirmed this theory. It was found that job conditions remaining constant, for the person living in a well-to-do neighborhood, the less likely it was that he/she would like the job i.e. probability of job

satisfaction would be less and the vice-versa. To sum up, the theories of job satisfaction emphasize the need to identify and study its constituent factors for they may not be universally true to every job situation.

CHAPTER 3.LITERATURE REVIEW

A Hawthorne study was one of the biggest studies of job satisfaction. This study (1924-1933) was conducted by Elton Mayo of the Harvard Business school to find out the effect of various conditions of worker's productivity. These studies ultimately showed that novel changes in work conditions temporarily increase productivity. It is called the Hawthorne Effects. The finding provided strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction.

It was stated by BRIKEND AZIRI job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Many studies have demonstrated an unusually 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. Unfortunately, in our region, job satisfaction has not still received the proper attention from neither scholars nor managers of various business organizations.

It was stated by NAZ, SAMREEN & SHARMA, HARIOM Job satisfaction denotes the workers' perception of their workplace settings, relationships amid fellows, salary as well as endorsement opportunities. In a healthcare services environment with tension and division of labor, the basic challenge is to perform well in these kinds of settings. Teachers, bank employees, corporate managers, salespeople and all the occupation workers are not highly pleased with their occupation. This literature review shows that a

large number of factors influence employee performance such as satisfaction from the profession, work environment, compensation policies and demographic variables, educational qualification and many more factors influencing. This research paper examines the rising literature relating to workplace satisfaction amid different working organizations and concludes that further investigation

is required to be aware of the relative significance of the many recognized factors to workplace satisfaction in different working organizations. Findings revealed on the basis of literature review, female professionals facing the problem of job dissatisfaction among healthcare organizations. Other researchers showed that job satisfaction is significant for each and every level of employee in every organization and in both the private and government sector.

It was stated by Spencer & Byrne (2016) that senior level managers are having higher job satisfaction than junior level managers. Darrat et al. (2016) suggested that amid salespeople with lower workplace satisfaction, organizational work embeddedness is optimistically connected with organizational deviance, interpersonal deviance and customer direct deviance. Nevertheless, amid salespeople with higher job satisfaction, job embeddedness is negatively connected with organizational deviance and not importantly connected with either interpersonal or customer directed deviance. Senior managers are satisfied with their jobs than new managers in organizations. Salespeople in both categories found high and low job satisfaction.

It was stated by Monga et al. (2015) results disclosed that pay, social association, contact, attitude of seniors, workplace surroundings and teamwork have more bearing than the factors of training and progress, honours and recompense, job nature, safety of job, morale and role clarity in determining workplace satisfaction of bank workers.

It was stated by Saner & Eyupoglu (2015) that job satisfaction exists among bank employees. Study revealed that bank workers were moderately filled with satisfaction with their job. Bank employees having moderately kind of job satisfaction and salary, interpersonal relationship, communication, attitude of superiors, working surroundings and team work affecting on their workplace satisfaction.

It was stated by Goh et al(2007) found the male respondents to be more satisfied than the females. Research suggests that males and females differ in the way they interact with others,for instance,female employees have more social competence and empathy and are more emotionally involved when interacting with the people than men.

It was stated by Lumpkin and Tudor also found female managers to be less satisfied with their pay because of being underpaid. More female staff is moving towards the management and decision making levels.

It was stated by sakshi Sharma and parul sehrawat(2014) that demonstrated a significant gender difference only for three dimensions of job satisfaction, that is, time management and organizational support ,job pressure and pay ,increments, when males depicted comparatively higher satisfaction levels than females. one key was finding that job pressure was the strongest factor

creating quitting intentions among the employees, with female reporting significantly higher dissatisfaction with job pressure.

It was stated by Dr. G. Suresh Krishna(2015) Findings indicate that differences between male and female faculties in the level of satisfaction were due to negative work experiences such as castism, favoritism, physical appearance, gender discrimination and due to certain source of stress from major life changes, unforeseen events and family social isolation. These negative experiences generated lower levels of job satisfaction among men than women and all these factors that might explain different job satisfaction among faculties at private colleges in India. The results of this study concluded that men and women have different levels of satisfaction on the relationship between gender and job satisfaction. Managers need to play a role in avoiding gender issues in the workplace and should be aware of other factors which influence employees in the type of work they do.

It was stated by Sangmook Kim (2005) found female employees happier about their jobs than male employees in the study conducted among 5,128 respondents working in Seoul Metropolitan Government. As far as segment factors are concerned, gender orientation ranked as the best indicator of occupation fulfilment, while females grabbed inherent prizes, while men accentuated extraneous prizes.

It was stated by F.X. Aguilar & R. P. Vlosky (2010) Found that levels of job satisfaction among male and female cooperative extension workers. There is a high level of job satisfaction among cooperative extension workers and no statistically significant differences between males and females. However, when modelling job satisfaction as a function of (1)

Control/Autonomy/Influence, (2) Challenge, (3) Performance Measures, (4) Feedback, (5) Instrumentality and (6) Stability/Security, we detect gender differences. Women place a higher importance on job Stability/Security as a factor influencing job satisfaction. However, the levels of Feedback and Instrumentality are less important determinants of job satisfaction to females than to males. The result of this study concluded that women are more satisfied than male.

It was stated by De Rijk, Nijhuis & Alexanderson(2009) These researchers reported that the women are more satisfied in their jobs than the men.

It was stated by Sousa-Poza (2003) The results show that women's job satisfaction has declined substantially in the past decade, whereas men's job satisfaction has remained fairly constant. The researchers found that men are more satisfied in their job than women.

It was stated by Bender, Donohue & Heywood, (2005) This researchers did not find any differences between the gender on their job satisfaction.

It was stated by Randy Hodson (2016) found that the few differences between men and women in the determinants of job satisfaction when considering job characteristics, family responsibilities, and personal expectations. women may arrive at a higher level of job satisfaction than men by using different comparison groups. men may be more willing to verbalize dissatisfaction with work because of different socialization. The researchers found that women are more satisfied in their job than men.

It was stated by Ramon Jose Torregrosa(2020) The studies found that women reported higher levels of job satisfaction than their male counterparts, although they had what were considered 'worse' jobs in terms of pay and other non monetary working conditions. women consistently report to be more satisfied at work than men in different periods of time and countries.

CHAPTER 4.RESEARCH METHODOLOGY

4.1 Research Design

Research Design refers to the overall structure and orientation of an investigation. This structure provides a framework within which data is collected and analyzed (Yeung, 1995). Research design constitutes the blueprint for the collection, measurement and analysis of data.

4.1.1 Data Collection Design

Current study is a descriptive study. The primary data was collected by using a structured questionnaire that was developed for the purpose of this study and administered to the respondents. After doing research of questions and the type of information needed for the current study(project),the online survey approach of data collection was used. The online form survey approach involves Google forms. Due to COVID-19 Situation I collected data electronically through Google forms.

To secure information from respondents, a self-administered online survey /questionnaire was used in current study. A questionnaire is a preformulated written set of questions which was displayed on Google form to which respondents answered through using the scale (satisfied /dissatisfied).The following collected data was automatically recorded in the Google form software.

Total 200 Questionnaires were distributed electronically, out of which 107 filled questionnaires were returned giving a total response rate of 53.7%.

4.2 Sampling Design

4.2.1 Sampling Method

In sampling methods there are two types:- i) Random sampling , ii) Non-Random sampling. (In the current study Non-Random sampling method is used.)

In the current study, the entire population working in Maharashtra state was not available and hence, non-random sampling was the only convenient option. Convenience sampling is non –random sampling and involves the selection of sample members based on easy availability or accessibility. Hence, a non-random convenience sampling method was used to reach the respondents in this study.

4.2.2 Sample Size

a) Sample Size In Previous Studies

Table 4.1:-Previous Studies Used Sample Size As Follows-

Sr.No.	Study	Sample Size
1.	Employee Satisfaction by Megha Sanghavi(2014)	200
2.	Gender Difference Regarding Job Satisfaction(2014)	300
3.	Gender Differences In Expressing The Job Satisfaction (2014)	400

4.	Job Satisfaction Of Employees Of a Private Organization(2016)	200
5.	A Study Of Job Satisfaction Of Employees If ICICI Bank In Himachal Pradesh(2015)	160
6.	Job Satisfaction Among Bank Employees(Journal Paper 2018)	174
7.	Gender Difference And Job Satisfaction Of Private Colleges In India(2017)	215
8.	Job Satisfaction And Gender Segregation(2005)	554
9.	Gender Difference In Work Modifications.(2009)	119

Thus sample size for such studies ranged from 100 to 600.

b) Item-To-Response Ratio

Researchers need to ensure that data is collected from adequate sample size , so that subsequent analysis can be appropriately conducted. An item –to-response ratio recommendation ranges from 1:4 (Rummel,1970) to 1:10 (Schwab,1980). However in most cases, the ratio of 1:5 is considered to be sufficient(Guadagnoli & Velicer,1988)

In the current research, the total number of items was 40. Using the ratio of 1:5, the minimum sample size required was 200.

c) Adequacy For Statistical Analysis

The size of the study sample is critical in producing meaningful results (High 2000). If the sample size is too small, it might be difficult to detect the effect or phenomenon under study.

Sample size (n=120 to 150) is considered good sample size when conducting statistical analysis (Bujang, Sa'at, Sidik, 2017).

4.3 Details Of Sectors For Data Collection

Total 107 respondents who are included as samples of this study, belong to 8 different sectors.

The details of these sectors are given below:-

Table 4.2:-Details Of Sectors And Organizations.

Sector/Department	Numbers
Finance and Accounting Department	15
IT Industry	24
Banking or Government Department	16
Software Engineering and BPO	8
Marketing /selling/production/manufacturing/purchasing industry	11
Hospitality /hotel/interior Department	7
Teaching /consultancy Department	10
Any other	16

Data of 107 respondents was secured from Finance and Accounting, Information Technology (IT) Industry, Banking or Government, Software Engineering and BPO, Marketing/selling/production/manufacturing/purchasing , Hospitality /hotel/interior , Teaching /consultancy , any other sectors.

CHAPTER 5. DATA ANALYSIS

5.1 Sample Profile

Section A of the questionnaire contained demographic profile related information of respondents like gender, educational , family type etc.

The details of the sample profile are given in the table.

Table5.1 :- Demographic Profile Of Respondents.

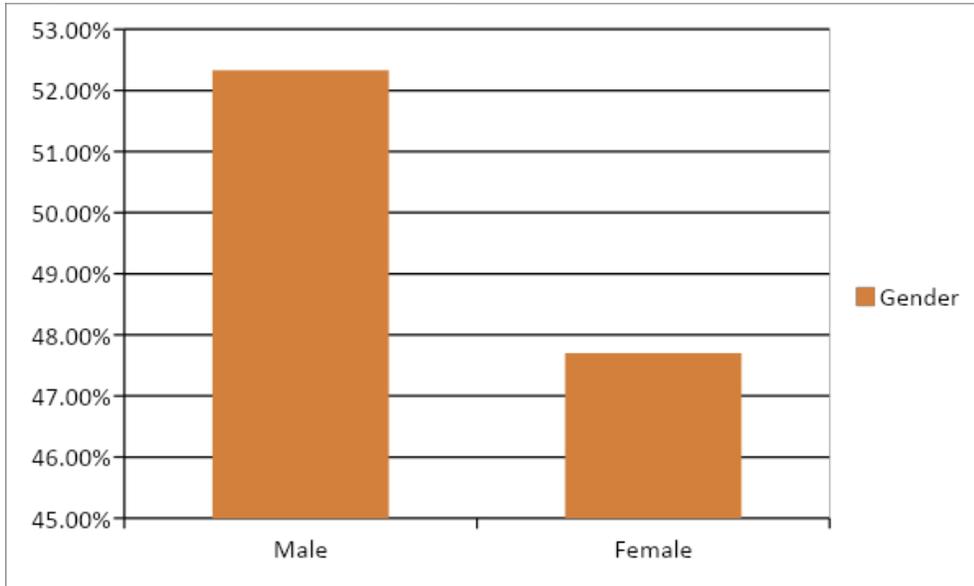
	Number	Percent
<u>Gender</u>		
Male	56	52.33%
Female	51	47.7%
<u>Are You Married</u>		
Yes	50	46.72%
No	57	53.3%
<u>Highest Educational Qualification</u>		
10 th	1	0.94%
12 th	5	4.7%
Diploma	6	5.6%
Graduation	59	55.14%
Post-graduation	33	30.9%
Any other	3	2.8%
<u>Family Type</u>		
Joint family	26	24.3%
Nuclear family	26	24.3%
<u>Working Days In Week</u>		

4 Days	1	0.94%
5 Days	28	26.2%
6 Days	27	25.23%
7 Days	1	0.94%
<u>Age (yrs)</u>		
18 to 30	70	65.42%
30 to 40	32	29.9%
40 to 80	5	4.8%
<u>Work Experience (yrs)</u>		
1 to 6	69	64.5%
6 to 15	33	30.84%
15 to 30	5	4.8%
<u>Weekly Working Hours</u>		
10 to 30 hrs	3	2.8%
30 to 50 hrs	61	57%
50 to 70 hrs	37	34.6%
70 hrs above	6	5.6%
<u>Annual Income</u>		
60,000 to 1lakh	13	12.14%
1 lakh to 4 lakh	41	38.3%
4 lakh to 6 lakh	24	22.42%
6 lakh to 8 lakh	11	10.3%
8 lakh above	11	10.3%

Sample was 52.33% male and 47.7% female respondents. Approximately 54.14% respondents were graduates, while 30.9% had post graduate degrees. 24.3% were from joint families and 24.3% from nuclear families.

5.2 Graphical Presentation Of Sample Profile

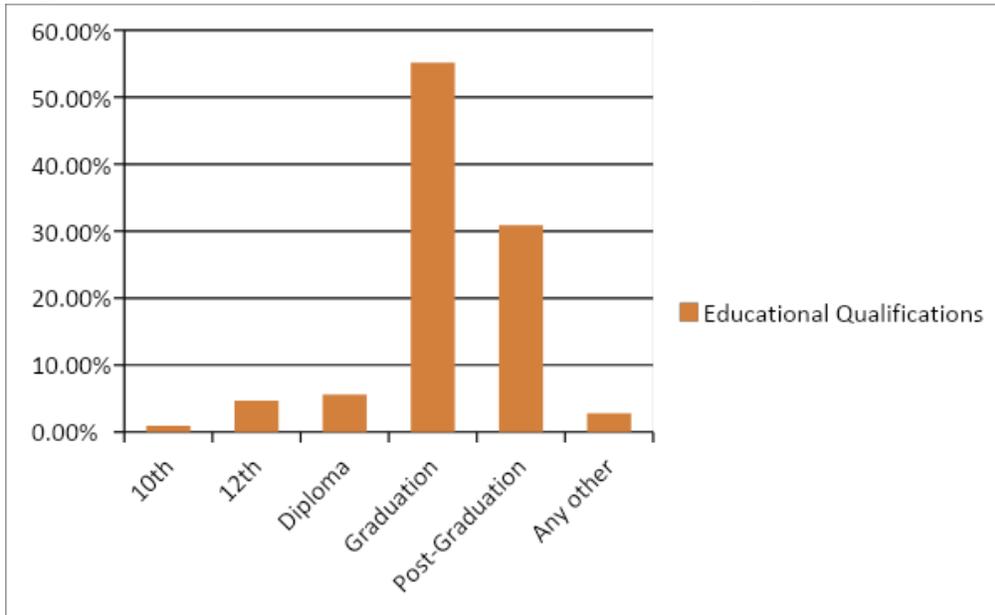
Figure 5.1 Genders of Respondents



X-axis represents Male & Female. The Y-axis represents the percentage of Male & Female respondents.

Out of 107 respondents , 56% are Male & 51% are Female respondents.

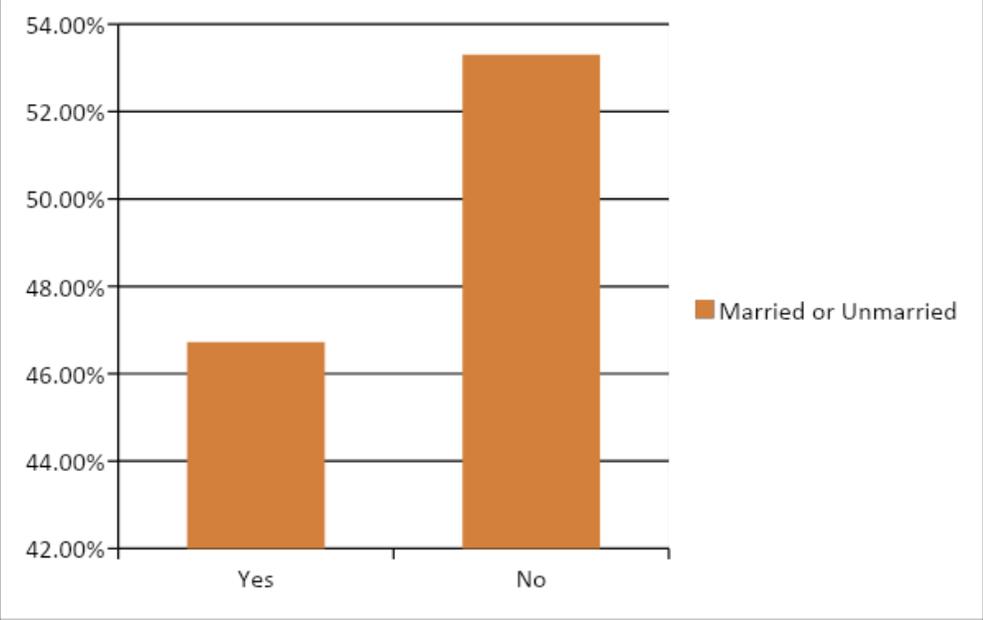
Figure 5.2 Educational Qualifications of Respondents



X-axis represents different Educational Qualifications. And the Y-axis represents the percentage of different qualifications like (10th, 12th, Diploma, Graduation, Post-Graduation, any other).

So out of 107 respondents, 0.94% are 10th qualified, 4.7 % are 12th qualified, 5.6% are diploma qualified, 55.14 % are Graduated, 30.9% are Post-Graduated, and 2.8% any other qualification.

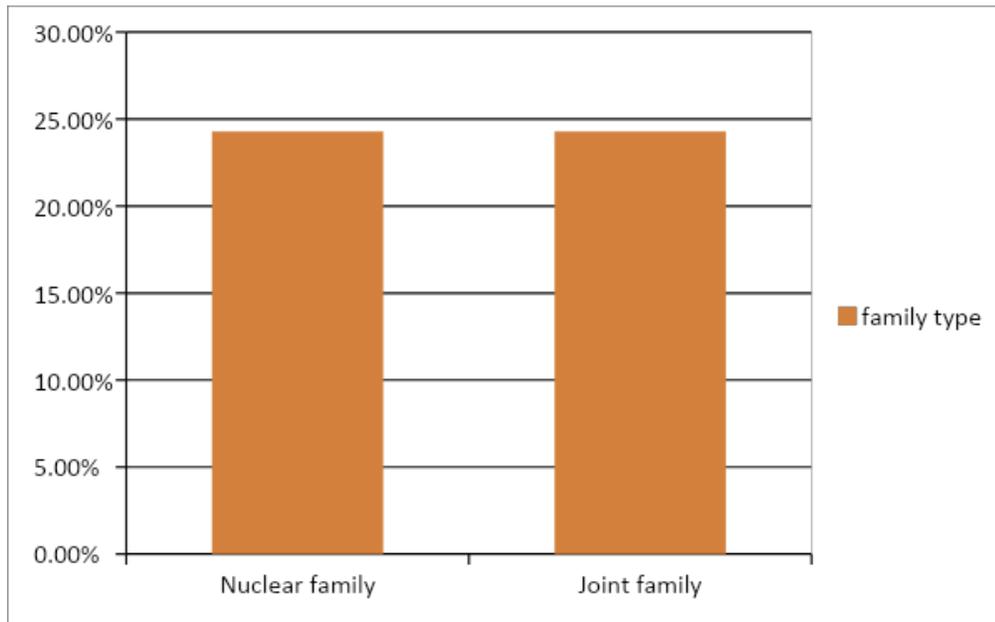
Figure 5.3 Married or Unmarried Of Respondents



X-axis represents Married & Unmarried bar. Y-axis represents the percentage of Married & Unmarried respondents.

So out of 107 respondents, 46.72 % are married. And 53.3% are Unmarried.

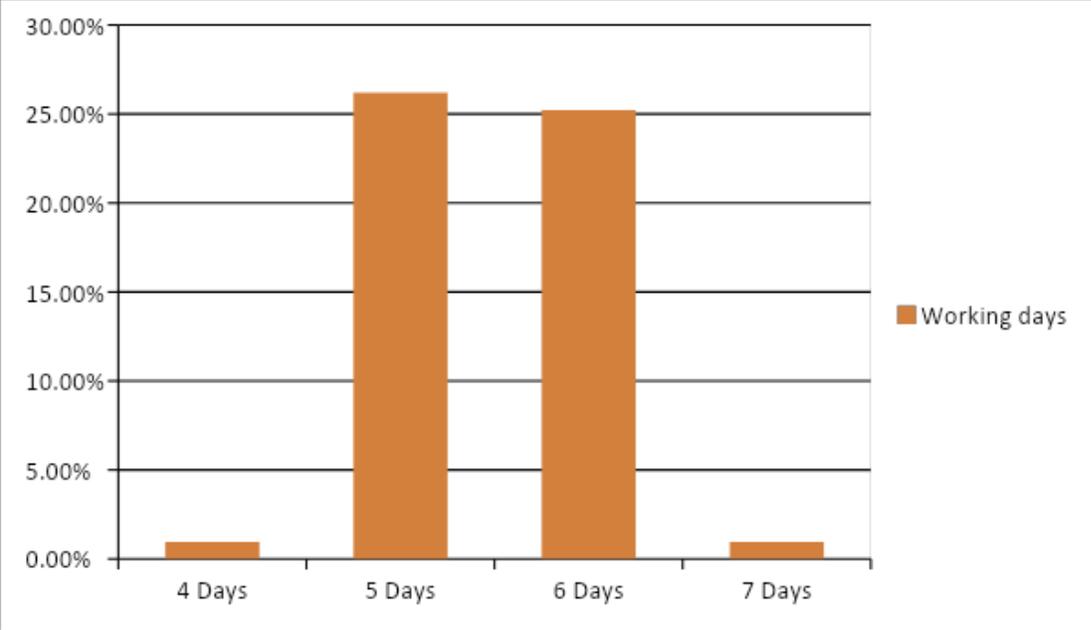
Figure 5.4 Family Types of Respondents



X-axis represents Nuclear family & Joint family. Y-axis represents the percentage of Nuclear family & Joint family respondents.

Out of 107 respondents, 24.3% belong to Nuclear family respondents and 24.3% belong to Joint family.

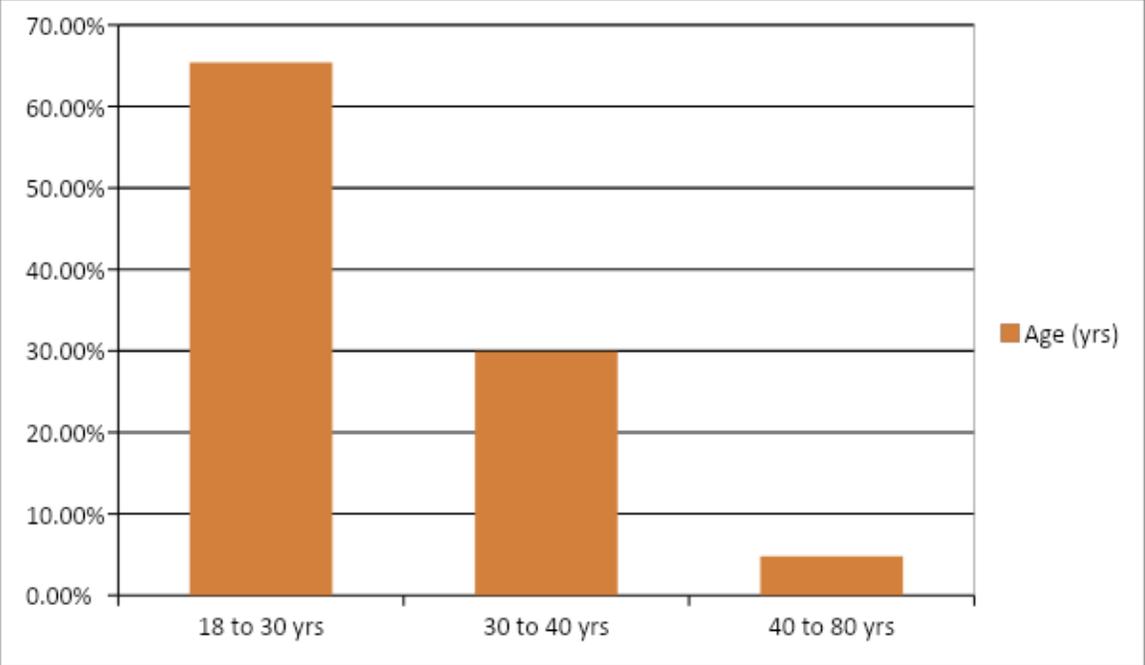
Figure 5.5 Working Days in Week of Respondents



X –axis represents working days in week like (4 days, 5 days, 6 days, and 7 days). And the Y-axis represents the percentage of working days in a week.

Out of 107 respondents, 0.94 % respondents work 4 days, 26.2% respondents work 5 days, 25.23% respondents work 6 days, 0.94% respondents work 7 days.

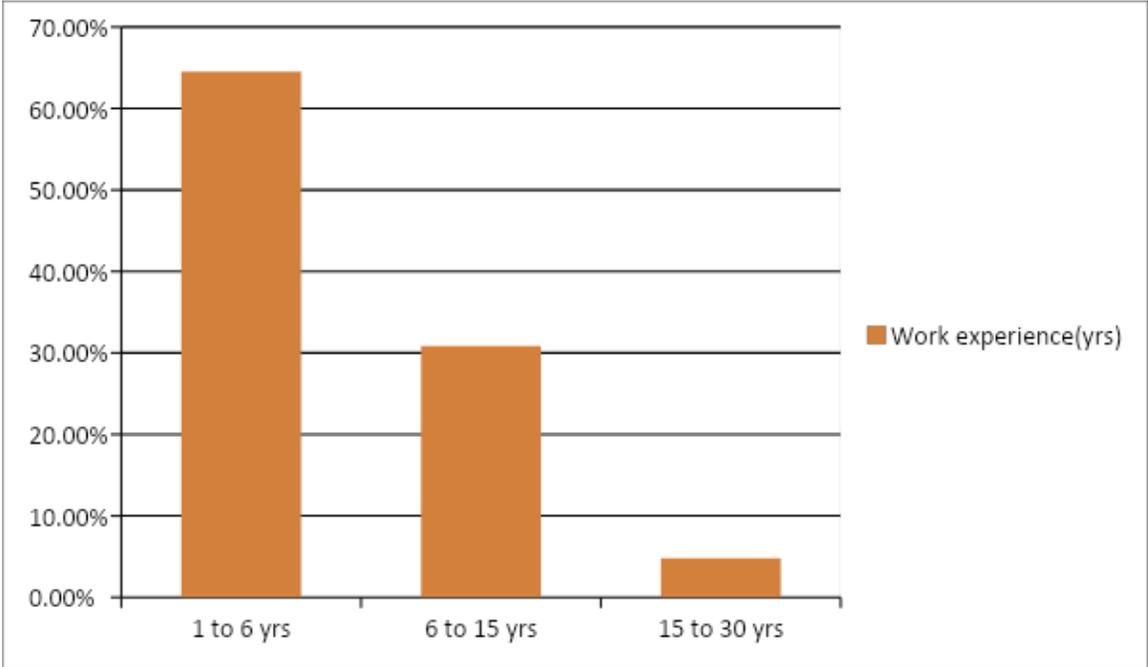
Figure 5.6 Ages (yrs) Of Respondents



X-axis represents ages (yrs) (18 to 30 yrs, 30 to 40 yrs, 40 to 80 yrs)of respondents. And the Y-axis represents the percentage of ages.

Out of 107 respondents, people aged 18 to 30 are 65.42 %, people aged 30 to 40 are 29.9%, people aged 40 to 80 are 4.8%.

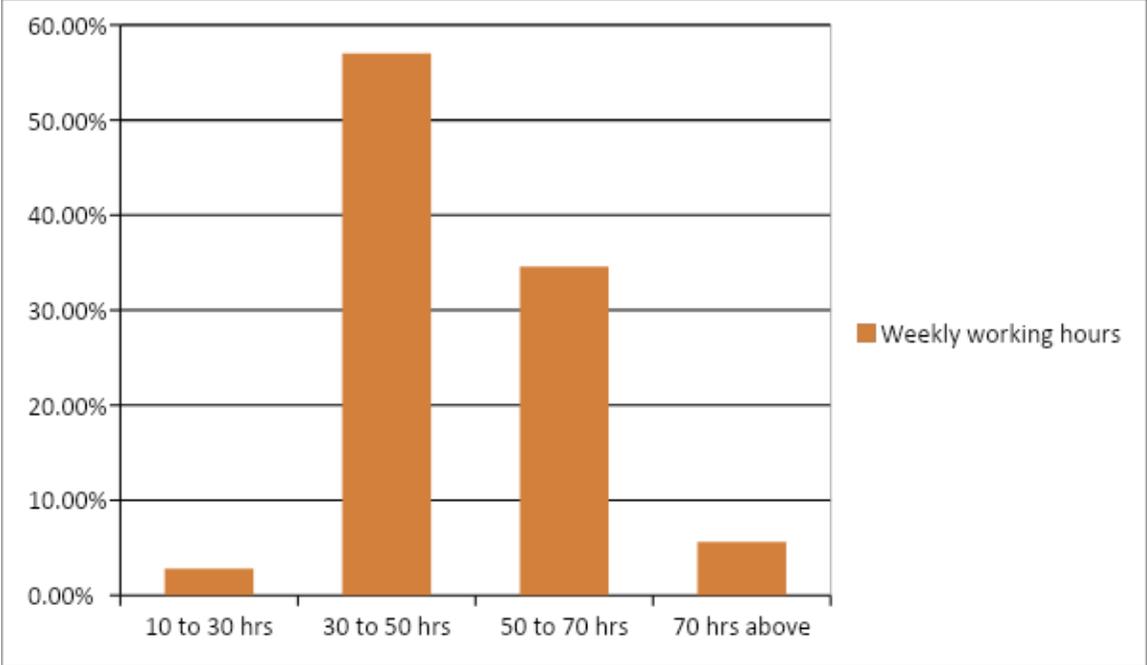
Figure 5.7 Work Experience (yrs) Of Respondents



X –axis represents work experience (yrs) like (1 to 6 yrs, 6 to 15 yrs , 15 to 30 yrs)of respondents. And Y-axis represents the percentages of work experience.

From a total of 107 respondents 64.5% have work experience from 1 to 6 years, 30.84% have work experience from 6 to 15 years, 4.8% have work experience from 15 to 30 years.

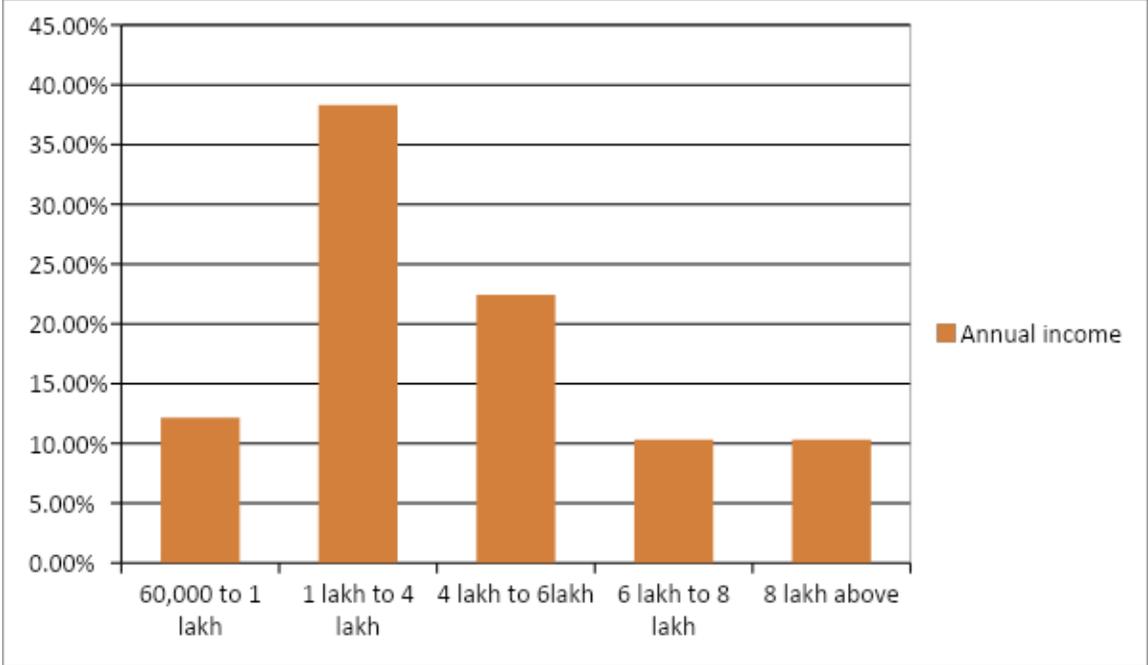
Figure 5.8 Weekly Working Hours of Respondents



X-axis represents the weekly working hours like (10 to 30 hrs, 30 to 50 hrs, 50 to 70 hrs, 70 yrs above)of respondents, and Y-axis represents the percentage of weekly working hours.

From total 107 respondents 2.8% respondents worked 10 to 30 hours in week, 57% respondents worked 30 to 50 hours in week, 34.6% respondents worked 50 to 70 hours in week, 5.6% respondents worked 70 hours above in week.

Figure 5.9 Annual Income Of Respondents



X-axis represents annual income like (60,000 to 1 lakh, 1 lakh to 4 lakh , 4 lakh to 6 lakh, 6 lakh to 8 lakh, 8 lakh above) of respondents, and Y-axis represents the percentage of annual income of respondents.

From total 107 respondents, 12.14% of the respondents annual income ranges from 60,000 to 1lakh , 38.3% of the respondents annual income ranges from 1 lakh to 4 lakh, 22.42% of the respondents annual income ranges from 4 lakh to 6 lakh, 10.3% of the respondents annual income ranges from 6 lakh to 8 lakh , 10.3% of the respondents annual income ranges from 8 lakh above.

5.3 Measures / Scales/ Questionnaires

Various scales have been used to measure the variables in this study such as Gender Differences in the perception Job Satisfaction.

We decided to use the following scales in this study because these measures have been used extensively in the past in various contexts and have shown high validity.

The following scales were included in the questionnaire to measure the study variables.

Job Satisfaction was measured using a 40-item scale developed by Shodhganga website. Respondents were asked to indicate their responses on a 5- point likert scale (1=Highly satisfied, 2= Satisfied, 3=Neutral, 4=Dissatisfied, 5=Highly dissatisfied) with highly satisfied representing more job satisfaction and highly dissatisfied representing less job satisfaction. Sample items include, 1.Suitability and interest in the job, 2.Importants given to my ideas to do things better, 3.Comfort ability of the working hours,4. Ability to improve skill and knowledge from my job. (alpha= .961)

Final survey questionnaire thus had 40 items. **Demographic Data** was collected on the following parameters- gender, age, educational qualifications, designation, department, work experience, working days in week, weekly working hours, annual income, family type.

CHAPTER 6. FINDING AND RECOMMENDATION

6.1 Data Analysis Results

T-Test:- Using T-Test here we are trying to find out if there are differences between male and female employees in their perception towards job satisfaction.

T-Test was conducted to (check) or compare if there is a significant difference in perception towards job satisfaction based on gender.

Independent sample T-Test was conducted to compare the job satisfaction that is the total average of factors with gender to compare if there is any significant difference in perception towards male and female in job satisfaction and also compare one of the sub-factor of job satisfaction.

1. Total Average of Factors in Job Satisfaction.

Independent sample T-Test was conducted to compare Total average of factors with gender if there is any significant difference in perception towards male and female in job satisfaction.

Table 6.1 Results of T-Test analysis of effect on perception of JOB SATISFACTION based on Gender of respondents.

Factor	Gender	Mean	SD	F	Sig.
Total Average of Factor in JOB SATISFACTION	Male	2.05	.818	4.132	.045
	Female	2.39	1.097		

Analysis of variance Table No.6.1 showed that an average Job Satisfaction of Male was 2.05 (SD = .818) , for Female respondents it was 2.39 (SD = 1.097).

The effect of gender of respondents (Male & Female) on their perception of Job Satisfaction was found to be significant, $F = 4.132$, $p = .045$.

The perception of Male & Female. The total average of Job Satisfaction of Male is 2.05 and whereas the total average of Job Satisfaction of Female is 2.39. So the above analysis shows that Female respondents are more satisfied towards their job satisfaction than Male respondents. The Female have a Higher Level of job satisfaction.

2. Satisfaction about the Nature of Work.

Independent Sample T-Test was conducted to compare one of the sub –factors of Job Satisfaction that is Nature Of Work with Gender if there any significant difference in perception towards Male & Female in job satisfaction.

Table 6.2 Results of T-Test analysis of effect on perception of satisfaction about the Nature of Work based on Gender of respondents.

Factor	Gender	Mean	SD	F	Sig
Nature of Work	Male	1.73	.798	14.468	.000
	Female	1.98	.583		

Analysis of variance Table No.6.2 showed that an average of Job Satisfaction about Nature of Work of Male was 1.73 (SD = .798) , for Female respondents it was 1.98 (SD = .583).

The effect of gender of respondents (Male & Female) on their perception of Job Satisfaction about Nature of Work was found to be significant, $F = 14.468$, $p = .000$.

The perception of Male & Female. The total average of Job Satisfaction about Nature of Work of Male is 1.73 and where as the total average of Job Satisfaction about Nature of Work of Female is 1.98. So the above analysis shows that Female respondents are more satisfied towards their job satisfaction about nature of work than Male respondents. The Female have a Higher Level of job satisfaction. And Male have Lower Level of Job Satisfaction about Nature of Work.

3. Satisfaction about the Interpersonal Relationship.

Independent Sample T-Test was conducted to compare another sub –factor of Job Satisfaction that is Inter-Personal Relationship with Gender if there any significant difference in perception towards Male & Female in job satisfaction.

Table 6.3 Results of T-Test analysis of effect on perception of satisfaction about Interpersonal Relationship in based on Gender of respondents.

Factor	Gender	Mean	SD	F	Sig
Interpersonal Relationship	Male	1.98	.842	4.619	.034
	Female	2.31	1.288		

Analysis of variance Table No.6.3 showed that an average of Job Satisfaction about Interpersonal Relationship of Male was 1.98 (SD = .842) , for Female respondents it was 2.31 (SD = 1.288).

The effect of gender of respondents (Male & Female) on their perception of Job Satisfaction about Interpersonal Relationship was found to be significant, $F = 4.619$, $p = .034$.

The perception of Male & Female. The total average of Job Satisfaction about Interpersonal Relationship of Male is 1.98 and the total average of Job Satisfaction about Interpersonal Relationship of Female is 2.31. So the above analysis shows that Female respondents are more satisfied towards their job satisfaction about Interpersonal Relationship than Male respondents. The Female have a Higher Level of job satisfaction. And Male have Lower Level of Job Satisfaction about interpersonal relationships. After doing the above analysis we found that the Female respondents are more satisfied than Male.

4. Satisfaction about Pay and Allowances.

Independent Sample T-Test was conducted to compare another sub –factor of Job Satisfaction that is Pay and Allowances with Gender if there any significant difference in perception towards Male & Female in job satisfaction.

Table 6.4 Results of T-Test analysis of effect on perception of satisfaction about Pay and Allowances in based on Gender of respondent.

Factor	Gender	Mean	SD	F	Sig
Pay and Allowances	Male	1.98	.904	4.133	.045
	Female	2.25	1.197		

Analysis of variance Table No.6.4 showed that an average of Job Satisfaction about Pay and Allowances of Male was 1.98 (SD = .904) , for Female respondents it was 2.25 (SD = 1.197).

The effect of gender of respondents (Male & Female) on their perception of Job Satisfaction about Pay and Allowances was found to be significant, $F = 4.133, p = .045$.

The perception of Male & Female. The total average of Job Satisfaction about Pay and Allowances of Male is 1.98 and the total average of Job Satisfaction about Pay and Allowances of Female is 2.25. So the above analysis shows that Female respondents are more satisfied towards their job satisfaction about Pay and Allowances than Male respondents. The Female

have a Higher Level of job satisfaction. And Male have Lower Level of Job Satisfaction about Pay and Allowances. After doing the above analysis we found that the Female respondents are more satisfied than Male.

5. Satisfaction about the Work Environment.

Independent Sample T-Test was conducted to compare another sub –factor of Job Satisfaction that is Work Environment with Gender if there any significant difference in perception towards Male & Female in job satisfaction.

Table 6.5 Results of T-Test analysis of effect on perception of satisfaction about Work Environment based on Gender of respondent.

Factor	Gender	Mean	SD	F	Sig
Work Environment	Male	1.79	.624	.741	.391
	Female	2.10	.671		

Analysis of variance Table No.6.5 showed that an average of Job Satisfaction about Work Environment of Male was 1.79 (SD = .624) , for Female respondents it was 2.10 (SD = .671).

The effect of gender of respondents (Male & Female) on their perception of Job Satisfaction about Work Environment was found to be significant, $F = .741, p = .391$.but there is no significant difference in work environment.

The perception of Male & Female. The total average of Job Satisfaction about Work Environment of Male is 1.79 and the total average of Job

Satisfaction about Work Environment of Female is 2.10. So from the above analysis it shows that there is No significant difference towards the working environment , there are No differences between Male & Female in the Work Environment. Both are equally satisfied with their Work Environment.

6. Satisfaction about Training.

Independent Sample T-Test was conducted to compare another sub –factor of Job Satisfaction that is Training with Gender if there any significant difference in perception towards Male & Female in job satisfaction.

Table 6.6 Results of T-Test analysis of effect on perception of satisfaction about Training based on Gender of respondent.

Factor	Gender	Mean	SD	F	Sig
Training	Male	2.09	.859	3.571	.062
	Female	2.31	1.288		

Analysis of variance Table No.6.6 showed that an average of Job Satisfaction about Training of Male was 2.09 (SD = .859) , for Female respondents it was 2.31 (SD = 1.288).

The effect of gender of respondents (Male & Female) on their perception of Job Satisfaction about Training was found to be significant, $F = 3.571, p = .062$.

The perception of Male & Female. The total average of Job Satisfaction about Training of Male is 2.09 and whereas the total average of Job Satisfaction

about Training of Female is 2.31. So the above analysis shows that Female respondents are more satisfied towards their job satisfaction about Training than Male respondents. The Female have a Higher Level of job satisfaction .And Male have Lower Level of Job Satisfaction about Training.After doing the above analysis we found that the Female respondents are more satisfied than Male.

7. Satisfaction about Management Policies .

Independent Sample T-Test was conducted to compare another sub –factor of Job Satisfaction that is Management Policies with Gender if there any significant difference in perception towards Male & Female in job satisfaction.

Table 6.7 Results of T-Test analysis of effect on perception of satisfaction about Management Policies based on Gender of respondent.

Factor	Gender	Mean	SD	F	Sig
Management Policies	Male	2.11	.824	9.811	.002
	Female	2.76	1.350		

Analysis of variance Table No.6.7 showed that an average of Job Satisfaction about Management Policies of Male was 2.11 (SD = .824) , for Female respondents it was 2.76(SD = 1.350).

The effect of gender of respondents (Male & Female) on their perception of Job Satisfaction about Management Policies was found to be significant, $F = 9.811, p = .002$.

The perception of Male & Female. The total average of Job Satisfaction about Management Policies of Male is 2.11 and the total average of Job Satisfaction about Management Policies of Female is 2.76. So the above analysis shows that Female respondents are more satisfied towards their job satisfaction about Management Policies than Male respondents. The Female have a Higher Level of job satisfaction. And Male have Lower Level of Job Satisfaction about Management Policies. After doing the above analysis we found that the Female respondents are more satisfied than Male.

8. Satisfaction about Personal Growth & Career Development .

Independent Sample T-Test was conducted to compare another sub –factor of Job Satisfaction that is Personal Growth & Career Development with Gender if there any significant difference in perception towards Male & Female in job satisfaction.

Table 6.8 Results of T-Test analysis of effect on perception of satisfaction about Personal Growth & Career Development based on Gender of respondent.

Factor	Gender	Mean	SD	F	Sig
Personal Growth & Career Development	Male	2.05	.961	4.620	.034
	Female	2.71	1.154		

Analysis of variance Table No.6.8 showed that an average of Job Satisfaction about Personal Growth & Career Development of Male was 2.05 (SD = .961) , for Female respondents it was 2.71(SD = 1.154).

The effect of gender of respondents (Male & Female) on their perception of Job Satisfaction about Personal Growth & Career Development was found to be significant, $F = 4.620, p = .034$.

The perception of Male & Female. The total average of Job Satisfaction about Personal Growth & Career Development of Male is 2.05 and the total average of Personal Growth & Career Development in Job Satisfaction of Female is 2.71. So the above analysis shows that Female respondents are more satisfied towards their job satisfaction about Personal Growth & Career Development than Male respondents. The Female have a Higher Level of Job Satisfaction. And Male have Lower Level of Job Satisfaction about Personal Growth & Career Development. After doing the above analysis we found that the Female respondents are more satisfied than Male.

9. Satisfaction about Grievance & Redressal .

Independent Sample T-Test was conducted to compare another sub –factor of Job Satisfaction that is Grievance & Redressal with Gender if there any significant difference in perception towards Male & Female in job satisfaction.

Table 6.9 Results of T-Test analysis of effect on perception of satisfaction about Grievance & Redressal based on Gender of respondent.

Factor	Gender	Mean	SD	F	Sig
Grievance & Redressal	Male	2.18	1.046	3.261	.074
	Female	2.53	1.317		

Analysis of variance Table No.6.9 showed that an average of Job Satisfaction about Grievance & Redressal of Male was 2.18 (SD = 1.046) , for Female respondents it was 2.53(SD = 1.317).

The effect of gender of respondents (Male & Female) on their perception of Job Satisfaction about Grievance & Redressal was found to be significant, $F = 3.261, p = .074$.

The perception of Male & Female. The total average of Job Satisfaction about Grievance & Redressal of Male is 2.18 and the total average of Job Satisfaction about Grievance & Redressal of Female is 2.53. So the above analysis shows that Female respondents are more satisfied towards their job satisfaction about Grievance & Redressal than Male respondents. The Female have a Higher Level of Job Satisfaction. And Male have Lower Level of Job Satisfaction about Grievance & Redressal. After doing the above analysis we found that the Female respondents are more satisfied than Male.

10. Satisfaction about Management & Employees.

Independent Sample T-Test was conducted to compare another sub –factor of Job Satisfaction that is Management & Employees with Gender if there any

significant difference in perception towards Male & Female in job satisfaction.

Table 6.10 Results of T-Test analysis of effect on perception of satisfaction about Management & Employees based on Gender of respondent.

Factor	Gender	Mean	SD	F	Sig
Management & Employees	Male	2.14	1.086	13.833	.000
	Female	2.69	1.691		

Analysis of variance Table No.6.10 showed that an average of Management & Employees in Job Satisfaction of Male was 2.14 (SD = 1.086) , for Female respondents it was 2.69(SD = 1.619).

The effect of gender of respondents (Male & Female) on their perception of Management & Employees in Job Satisfaction was found to be significant, $F = 13.833, p = .000$.

The perception of Male & Female. The total average of Job Satisfaction about Management & Employees of Male is 2.14 and the total average of Job Satisfaction about Management & Employees of Female is 2.69. So the above analysis shows that Female respondents are more satisfied towards their job satisfaction about Management & Employees than Male respondents. The Female have a Higher Level of Job Satisfaction. And Male have Lower Level of Job Satisfaction about Management & Employees.

After doing the above analysis we found that the Female respondents are more satisfied than Male.

11. satisfaction about Empowerment

Independent Sample T-Test was conducted to compare another sub –factor of Job Satisfaction that is Empowerment with Gender if there any significant difference in perception towards Male & Female in job satisfaction.

Table 6.11 Results of T-Test analysis of effect on perception of satisfaction about Empowerment based on Gender of respondent.

Factor	Gender	Mean	SD	F	Sig
Empowerment	Male	2.39	1.107	5.015	.027
	Female	2.88	1.519		

Analysis of variance Table No.6.11 showed that an average of Job Satisfaction about empowerment of Male was 2.39 (SD = 1.107) , for Female respondents it was 2.88(SD = 1.519).

The effect of gender of respondents (Male & Female) on their perception of Job Satisfaction about Empowerment was found to be significant, $F = 5.015$, $p = .027$.

The perception of Male & Female. The total average of Job Satisfaction about Empowerment of Male is 2.39 and whereas the total average of Job

Satisfaction about Empowerment of Female is 2.88. So the above analysis shows that Female respondents are more satisfied towards their Empowerment about job satisfaction than Male respondents. The Female have a Higher Level of Job Satisfaction. And Male have Lower Level of Job Satisfaction about Empowerment. After doing the above analysis we found that the Female respondents are more satisfied than Male.

6.2 Recommendations

According to the finding the percentage of female respondents job satisfaction was higher as compared to male respondents job satisfaction. In this regard there are a few recommendations for the increased job satisfaction level of men as well as women. The company should take these measures which are as follows.

- **Foster Relationships At Work** :- one can not force friendships at work, but one can create the environment for those connections to happen for interpersonal relationships. by organizing activities like team lunches, group projects organization helping to create those opportunities for connections. As a leader, it's organization responsibility to help make them happen with men employees as well as women employees.
- **Pay & Allowances** :- The organization should pay their salary & incentives for men as well as women employees based on the work performance. men are not satisfied with the pay & allowances they received. The organization must make sure that the payment is done completely based on the work performance and the increment should

be based on the quality of performance for men to be satisfied with their pay.

- Training:- In this men respondents are not satisfied with their Training. so the organization provides leadership & multi tasking training programmes for the men employees to develop their skills. and as well as women employees also.
- Provide a Clear Path :-A powerful way to increase the job satisfaction level of men as well as women to give something to look forward to in the future. There should be discussion among the Helping employees plan for the long term shows them that organization committed to their success and also organization willing to invest in them in the long term. The more you can work with your employees to map out their career goals, the more satisfied they will be on the day-to-day.
- personal growth , development & opportunities for learning :-personal growth is an important aspect to be taken care of by the organization. when employees stop learning , they get bored, eventually looking elsewhere for stimulation. organization can stop this by implementing programs for continuous learning. Men employees' learning must be fostered from time to time. for men employees to be focused on growth due to continuous learning. Take Coaching and mentoring sessions for men as well as women employees personal growth & development.
- Measure engagement frequently :- showing men as well as women employees that you genuinely care about their engagement levels at work is a great way to increase job satisfaction. There should be

frequent surveys amongst the employees to improve the company's culture.

- Give frequent feedback :- Giving feedback can be tough and most managers avoid giving feedback to their team, but employees crave it. employees want feedback desperately, and aren't as sensitive as organizations might think. There is no need to be rude with feedback , but if the Manager/HR is straightforward and honest , employees will respect that. Make time for regular feedback by scheduling one-on-one once a month with each member of your team, and create more of those informal opportunities for conversation. this also point for increases job satisfaction level of men & women employees.
- Keep communication constant :- lack of communication is the source of a lot of frustration in the workplace. work on creating a culture of open and honest communication with the men employees as well as female employees to increase their job satisfaction . That feeling of safety and being comfortable saying whatever men employees & women employees to anyone on Manager /HR.
- Care about Employee Well-being :- showing men as well as women employees that you genuinely care about their well-being is one of the most effective ways to increase job satisfaction. There are two aspects to this mental well-being and physical well-being. mental well-being is often forgotten about, but it's so important for an organization to focus on run a calm company that removes a lot of the stress, anxiety, and fear from their lives. Be flexible with your employees, show that you trust them, and check in with them frequently to see how Manager/HR can

help. physical well-being is relatively inexpensive for organizations to focus on and can have powerful benefits. offering to subsidize gym ,zumba memberships, having healthy fruit in the office, or helping men as well as women employees pursue sporting activities are all great ways to show employees you care about them.

- Be Realistic with expectations :- At the root of a lot of stress, anxiety, and frustration that many employees feel are unrealistic expectations from the organization. As a leader or HR it's your responsibility to make sure employees are not feeling overworked or overwhelmed, they likely won't have the courage to raise that as an issue.
- Empowerment :- Male Empowerment is also equally important for the Growth of the organization & Men job satisfaction. give them direction, and then get out of their way. Men employees should also be given equal opportunities to participate in organization events .and also give authorities & responsibilities to Male employees.
- Grievance :- In this also men are not satisfied with their job. so a separate committee for male shall be formed to look after any harassment or violence with men employees. and as well as women employees also.
- Male should also be given an equal platform to solve their issues. guidance & counselling should be provided to men employees and women also.
- For the stability of male employees, the company must have a strong retention policy for the Men employees to stick by the company for a long duration. and this is as well as for women employees also.

6.3 Discussions

Past studies suggested that Women are less satisfied with their job and male are more satisfied because of many reasons such as under pay, position, promotions etc. This study is helpful to check if the past scenario still persists or if there are any changes women employees experience the job satisfaction.

Discrimination related to age ,gender, sexuality ,color etc is harmful for the organization also as it restricts the population which is less rewarded than that of the other group which is more rewarded and provided more facilities based on discriminating factors. The innovative behavior, commitment, satisfaction, involvement towards job gets affected as the individual is seen, less important and empowered due to lack of support from the organization, resulting in less Job Satisfaction. However ,it is indeed interesting to note this pleasant change this study has found out where women are more satisfied with the jobs in terms of Nature of work, interpersonal relationship , pay & allowances, Training, Management policies, Personal growth & career development,Grievance & Redressal, Management & Employee , Empowerment than their male counterparts.

This study states that women are more satisfied with their job & duties while men are not. As men employees are not satisfied it may be because of lack of support from the organization, less motivation, less facilities, less reward , less pay , less promotion, less hiring etc. as a result of this it may can happen that Male employees feel lack of motivations towards job & can be less productive, less engaged with their Job.

This study recommends that women and men differ in their perception of job satisfaction. and hence while considering the satisfaction of employees organizations should consider the factors that motivates and satisfies men and women separately.

For the healthy working of any organization employees irrespective of their gender should feel satisfied with their jobs. Hence, HR strategies should be designed in such a way with respect to pay, promotion, training, interpersonal relationship, work life balance that both men and women will experience job satisfaction and give their 100% efforts for the wellbeing of the organization.

6.4 Limitations

1. This study is based on self-reported responses of the individuals.
2. As this research is done by using a convenient sampling method and the responses are self-reported responses, in this study all sectors are not considered. We got mainly sectors such as IT, Education, Finance, marketing, service,engineers etc which we included as a part of this study and employees from other sectors are not considered here and hence, the findings of this study may not be generalizable to the whole population.
3. For this study we have used the convenient sampling method to approach participants and hence the issue arises regarding whether the findings of this study will generalize to the entire population.
4. Further, considering the sample profile of this study,the representation of male participants in the current study sample are more as compared to female participants.

CHAPTER 7. CONCLUSION

It concluded that the study was conducted including all the 10 factors of Job Satisfaction. By comparing the 10 factors with Gender. It can be concluded that there is significant difference between the perception of towards the 9 factors of Job Satisfaction which are Nature of Work, Interpersonal Relationship, Pay & Allowances, Training, Management Policies, Personal Growth & Career Development, Grievance & Redressal, Management & Employees, and Empowerment. Only perception towards Work Environment was not affected by Gender differences.

The study concluded that Female respondents are more satisfied than Male respondents in their Job Satisfaction. In the above project we found that females are more satisfied than Male.

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Appendix 1 :- Questionnaire

Section A :- The data was collected from employees of different sector through Google forms with the help of scale given below:-

SECTION A – Demographic Profile

Please provide the following information

Name (optional) - _____

1. Gender –

Male:- Female:-

2. Age (in years) - _____

3. Are you married? Yes:- No:-

4. Highest Educational Qualifications- (Please tick all that is applicable)

10th 12th Diploma

Graduation:- Please Specify _____

Post-Graduation:- Please Specify _____

Any other, please Specify _____

5. Designation – _____

6. Department/ Industry - _____

7. Total Work Experience (in years) - _____
8. How long are you working in the current organization?

9. How many days in a week do you work?
4 days 5 days 6 days 7days
10. Average Weekly Working Hours - _____ Hours
11. Your Annual Income (in Rs.)- _____
12. Your Family type – Nuclear Family:- Joint Family :-
13. How many members are there in your family that stay with you?

Section –B

Part 2-

Instruction:-Mark your degree of satisfaction with the following statement.

1. Highly Satisfied
2. Satisfied
3. Neutral (Neither agree or disagree)
4. Dissatisfied
5. Highly Dissatisfied

	Statement	1	2	3	4	5
1.1	Suitability and interest in the job.					
1.2	Ability to improve skill and knowledge from my job.					

1.3	Important given to my ideas to do things better.					
1.4	Respect and encouragement given for my efforts.					
1.5	The trust imposed on me by my superior.					
1.6	Way of listening to the suggestions made by employees.					
1.7	Free expression of problems in a free and informal atmosphere.					
1.8	Encouragement given by seniors in experimenting the new method of doing my work .					
1.9	I get decent income for the job I perform.					
1.10	I have the Clarity and ability to understand the pay and allowance system followed by the management.					
1.11	Clarity and ability to understand the incentive system followed by the management.					
1.12	Provision of chances to gain something through the pay and incentive system.					
1.13	Provision of lightning and ventilation facilities at the workplace.					
1.14	Comfort ability of the working hours.					
1.15	Provision of safety appliances at work place.					
1.16	Comfort ability to work under the existing environment.					
1.17	Sufficiency of imparting training programmed by the HRD .					
1.18	Selection criteria followed for imparting training programmed.					
1.19	Seriousness on the outcome of the outcome of the training programmed.					
1.20	Opportunity provided to implement new methods and apply creative ideas secured.					
1.21	The policies of management create a conducive work environment.					
1.22	Employee welfare and its correlation with productivity .					

1.23	Career opportunities and their growth is immensely considered by the management.					
1.24	Productivity climate and its important aims.					
1.25	Availability of scheme for personal growth and development.					
1.26	Conduct of programs for personal growth and development .					
1.27	Conduct workshops and seminars for further development.					
1.28	Opportunities provided for feedback and counseling facilities.					
1.29	Care taken by the management for redressal of grievances.					
1.30	Communication of the outcome of grievances.					
1.31	Time taken for disposal of grievances of the employee.					
1.32	Handling of your personal and official grievances by the management .					
1.33	Regularity of communication of HRM policies.					
1.34	Communication of vision and mission to all staff .					
1.35	Implementation of staff development plans .					
1.36	Coordination between the management and HR department .					
1.37	Empowerment to take decision in the execution of work.					
1.38	Authority given to complete the assigned task.					
1.39	Delegation of authority to allocate resources for various work .					
1.40	Easy accessibility of information required information .					

Appendix 2 :- Data Coding Sheet.

Sr.No.	Name	Coding
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1.	<u>Gender :-</u>	
	Male	0
	female	1
2.	<u>Age:-</u>	
	18 to 30	1
	30 to 40	2
	40 to 80	3
3.	<u>Married:-</u>	
	Yes	1
	No	2
4.	<u>Family type:-</u>	
	Nuclear Family	1
	Joint Family	2
	Blanks	3
5.	<u>Members in Family:-</u>	
	1 to 4	1
	5 to 10	2
	11 to 15	3
	15 to 25	4
	Blanks	5
6.	<u>Annual Income:-</u>	
	60,000 to 1 lakh	1
	1 lakh to 4 lakh	2

	4 lakh to 6 lakh	3
	6 lakh to 8 lakh	4
	8 lakh above	5
7.	<u>How many days do you work:-</u>	
	4 days	1
	5 days	2
	6 days	3
	7 days	4
8.	<u>Average weekly working Hours:-</u>	
	10 to 30	1
	30 to 50	2
	50 to 70	3
	70 above	4
9.	<u>Total work experience:-</u>	
	1 to 6	1
	6 to 15	2
	15 to 30	3
10.	<u>Working current organization:-</u>	
	1 to 4	1
	4 to 10	2
	10 to 30	3
11.	<u>Qualification:-</u>	
	10 th	1

	12 th	2
	Diploma	3
	Graduation	4
	Post-Graduation	5
	Any other	6
12.	<u>Scale :-</u>	
	Satisfied	1
	Highly satisfied	2
	Neutral (neither agree or disagree)	3
	Dissatisfied	4
	Highly dissatisfied	5
	blanks	6
13.	<u>Designation:-</u>	
	Accountant.	1
	Financial manager,advisor,analysis revenue associates.	2
	Assistant manager, professor, block manager.	3
	Engineer ,software, mobile developer, civil ,processor, electric associate application developer.	4
	Graphic designer, sales manager, coordination, marketing manager, marketing coordination, purchase executive ,operational analyst.	5

	Senior module lead, executive senior, senior analyst, executive, consultant.	6
	HR manager, admin, executive, in charge.	7
	Manager, restaurants manager, managing director.	8
	Government employees, GST officer, agent, clerk, teacher, students, lecturer.	9
	Business, bartender, doctor, teller.	10
14.	<u>Department /Industry:-</u> Commerce ,account & finance, accounts payable.	1
	IT Industry.	2
	Bank , insurance, retail banking.	3
	government department.	4
	BPO industry, software developer ,computer engineer, mechanical, printing engineer.	5
	Marketing , selling , production, service ,logistic, manufacturing, purchasing industry.	6

	Department of post, hotel industry, advertising, interior, beverage, hospitality, hospital.	7
	Teaching department, private job, consultancy.	8
	Any other like shipping industry, oil & gas industry, shop, civil, graphic designing, agro chemical , construction industry etc.	9