

Factors Affecting the Job Satisfaction of Female Employees in Karachi

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Abstract

Pakistan is a developing country where the corporate sector is experiencing the increasing trend of female employees in organizations so, it is very important for organizations to determine the factors which enhances the female's job satisfaction. The study aims to measure the relationship of work life balance amongst female employee with the diversity management, the career advancement and leadership style on female employee job satisfaction in Karachi. A total of 185 female employees from different industries of Karachi participated in this study. The results of the regression analysis for the overall model indicates that the predictors work life balance, diversity management, career advancement and leadership style with job satisfaction explain 57% of the variance ($R^2=0.567$, $F(4, 185) = 59.046$, $p < .05$), which according to Cohen(1998) is a large effect. The results displayed that work life balance; diversity management and leadership style have positive and significant impact on female employees' job satisfaction while career advancement has no impact on job satisfaction of females in Karachi. This study is helpful for managers and regulatory authorities to devise policies and procedures to enhance the level of satisfaction for their work force and eventually improve the performance of organizations.

Keywords: career advancement, diversity management, job satisfaction, leadership style, work life balance

Introduction

Globalization has changed corporate trends worldwide (Storey, 2004). Organizations are focusing on those things which can add value to organization, and human resource is the main source of creating value for organization (Cole & McCroskey 2000). Motivated and satisfied work force is the source of achievement for any

organization (Adebay, 2004).

In last two decades, female employees are becoming an increasing part of labor force in Pakistan due to shift of academic excellence from males to females (Sarwer & Abbasi, 2013). Female are working in different industries at all levels of management so their satisfaction and

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wellbeing is also important for organizations. Factors which affect the job satisfaction of female employees are not completely different from males, but there are some factors which are more meaningful for females in Pakistani context (Saleemet al 2013)

According to Economic Survey of Pakistan (2013-14), total population of Pakistan is 191 million out of which the female population is approximately 49%. 12.51 million women form the workforce of Pakistan. This forms about 10% females as part of the total labor force of the country. Sindh forms 6.51% females as part of the economic activities through formal or informal jobs. Due to the expansion of females in workforce, it is important that researchers keep evaluating the job satisfaction of women force to carry out changes in their policies. (Shujat, 2011).

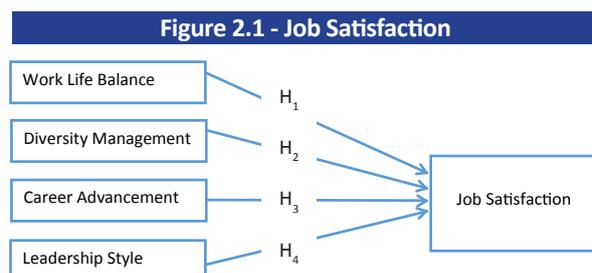
Statement of the problem

The study was conducted to identify factors within the organizational climate that can cause satisfaction of female workers in Karachi, Pakistan.

There are many factors that can influence female employee's perception of satisfaction, like diversity management, work life balance, career advancement and leadership style. In order to understand the complexities of these factors which affect the job satisfaction of female employees, it is important that a quantitative survey study be conducted to determine the existence of relationship between work life balance, diversity management, career advancement and perceived leadership on job satisfaction.

Literature Review

The following section contains the conceptual framework and the literature support for the hypothesized relationships (refer to fig 2.1)



Job Satisfaction

Improved job satisfaction is an integral part of employee's physical and psychological welfare (Hakanen&Roodt 2010). Job satisfaction and happiness are directly proportional in organizational life and rationally leads towards the improved quality of life in society (Frey &Stutzer 2010). There is growing interest in employee wellbeing and retention in overall business studies (MacLeod& Clarke 2009; Rayton, Dodge and D'Analeze 2012).

Shaheen. (2014) identified the difference of male and female job satisfaction in public institutes of Pakistan. The roles, responsibilities, behaviors and expectations of female are significantly different from their male counterparts. In Pakistan, the job satisfaction of private sector employees is comparatively higher than governmental employees in terms of education sector (Ali, 2008) In public sector of Pakistan the major factors of satisfaction are job security and compensation while determinants of dissatisfaction are governmental policies, poor working condition and absence of sense of

achievement (Jiskani, Bhatti & Ahmed, 2011). The female employees are comparatively less satisfied as compared to male employees in banking sector of Pakistan (Hunjra et al, 2010). The working environment, job location and skill management are key variables of job satisfaction of female employees in Pakistani universities. Job security is also an important reason of female turn-over in firms (Bushra, 2012).

Work Life Balance and Job Satisfaction

Work life balance is the state of compatibility between work related activities and employees personal life (Kalliath & Brough, 2008). Families worker or child care are not the only aspect of work life balance even the reduced working hours are not the work life balance. The balance between job and responsibilities and family is all about smart working (Almidani, 2008). The whole study of work life balance roams around the art of balancing the work and family demands by creating new ways to satisfy both entities effectively (Konrad & Mangel, 2000).

From many decades Work life is a popular topic in the field of business research, but due to the fast pace of changing business dynamics, there is no defined formula of work life balance up till now in organizations (Kersley et al, 2005). But it is still very important for organization to maintain the work life balance for productive work force because motivated and satisfied work force is the sign of organizational success and competitive advantages (Bloom et al. 2006).

This is very important to know that organizational culture practices give employees

chance to maintain good balance between family and organizational roles. These activities enable employees to control their lives and become more effective manager; as well as for family (Iqan Iazar, 2010)

H₀1: Work life balance positively influences job satisfaction.

Diversity Management and Job Satisfaction

Gender discrimination is consistently viewed as a crucial factor in determining various attributes for instance job satisfaction, job involvement, organizational commitment and many more (Sattar and Nawaz, 2011).

In fact, it has gradually become more evident to organizations that discrimination within organization is a serious and crucial dilemma that needs to be concentrated on (Gelfand and Nishii, 2007). Those women who themselves have experienced discrimination within their organization or have seen others been affected, are less committed towards their work (Welle and Heilmen, 2005).

Generally female employees are disadvantaged in case of opportunities for authority (Huffman and Cohen, 2004). Organizational traditions and norms have important impact of employee's job routine (Irfan and Yousaf, 2009).

H₀2: Diversity Management positively influences Job Satisfaction.

Career Advancement and Job Satisfaction

Bushra (2012) said that career advancement effect on job satisfaction level of female employees as it is important for their male counter parts.

Career advancement is an investment for organization, it keeps the employee satisfied and retained in long run (Shelton, 2001). Availability of development opportunities help employees to learn and grow (Asiedu-Appiah, et al. (2013). In any organization, the creative career advancement programs of HR department motivate employees towards their better performance and this positive climate enhance the level of job satisfaction of employees (Walia & Bajaj, 2012). There is a logical positive relationship between career advancement and job satisfaction of employees (Shani & Divyapriya, 2013)

H₀3: Career advancement positively influences Job Satisfaction.

Leadership styles and job satisfaction

Northouse (2010) defined leadership as shared goal attainment process between leaders and his or her followers. Followed by, Yukl (2005) also added that leadership is a multi-facet process. Effective Leadership enhance the level of workers satisfaction in organizations (Lashbrook, 1997). Besides the job satisfaction, leadership play a significant role to increase the employee commitment and motivation (Lok & Crawford, 1999). The organizational climate is dependent on different leadership styles and these affect the employees job satisfaction level (Timothy & Ronald, 2004). There are two contemporary leadership styles, transactional leadership or transformational leadership style (Burns, 1978).

Sivanathan & Fekken (2002) studied that in today's dynamic corporate world transformational leadership is more suitable due to adoptable structure and risk bearing capacity.

However Northouse (2010) debated that only the transactional leadership can respond to the follower's expectation appropriately through the fulfillment of employees need and rewards.

H₀4: Leadership styles positively influences Job Satisfaction.

Methodology

Population and Sampling

The population for this research is all the female employees working in any corporate sector of Karachi like health care, education, banking or any other used as stimuli for this research. The population hence was approximately 12 million females are employed in Pakistan. Out of this population, a smaller sample size was taken for this research to be carried out.

For this research a sample size of 200 hundred respondents was selected. All the respondents participated on voluntary basis. Out of two hundred, one hundred and eight five questionnaires were returned. The response rate was 92%. The sample size for this research study was higher than the suggested minimum sample size by in the literature (Sekaran, 2010).

Scale and Measures

The instrument used for measurement of job satisfaction was adopted from a research study conducted by Spector, (1985); the instrument contains 36 items as per the constructs used in the research study at hand along with other related items. The instrument is based on six point Likert Scale. The scale contains questions as per the constructs which is discussed in the section below. In the instrument, 1 indicates

disagree very much and 6 indicates agree very much. The reliability of the instrument was established by the earlier literature and the researchers but it will be re-established in the light of the current research and demographics. The instrument of Work life balance is adopted from Thompson, Beauvais and Lyness (1999), it contains 07 items. The scale of women's career advancement is adopted from Jawahar and Hemmasi (2006).

Data Analysis Method

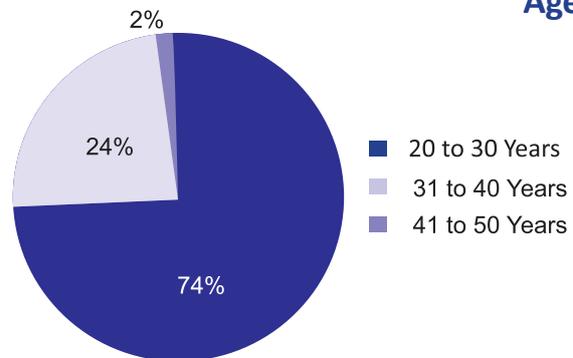
Quantitative research methods were used to analyze the data. The analysis was done by using SPSS 17. Analysis included checking of reliability, validity, Exploratory Factor Analysis (EFA), correlation, discriminant and multiple regression analysis. These analysis techniques have been discussed in the following section.

Results

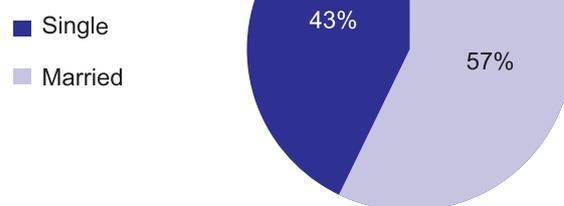
Table 1 Respondents' Profile

Variable		Number	Percentage
1 Age	20 to 30 Years	137	74
	31 to 40 Years	44	24
	41 to 50 Years	03	01
	Above 50 Years	01	01
2 Salary	Less than Rs. 20,000	29	15
	Rs. 20,000 to 40,000	93	50
	Rs. 40,000 to 60,000	39	21
	Above Rs.60,000	24	13
3 Marital Status	Single	106	57
	Married	79	43
4	Health Care	82	44
	Education	73	39
	Banking	16	09
	Others	14	08

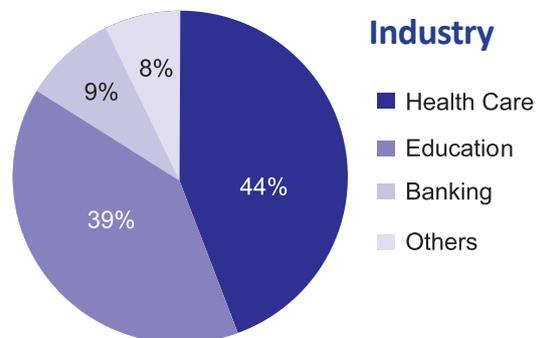
Age



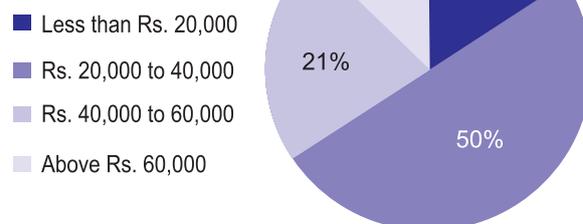
Marital Status



Industry



Salary



Descriptive Statistics

To ascertain the normality of the data and to check out the univariate validity, we have generated the descriptive statistic in SPSS 17, which is summarized in Table 2.

Table 2 Descriptive Analysis

	Mean	Std. Dev.	Skewness	Kurtosis
Job Satisfaction	124.00	22.61	0.25	-0.71
Work Life Balance	24.36	8.83	0.35	-0.64
Career Advancement	19.96	5.53	-0.26	-0.22
Diversity Management	12.45	2.86	-0.37	0.35
Leadership Style	16.52	4.18	-0.46	0.45

Reliability of the constructs

The instrument used in this research study contained constructs which were previously used and tested by Jung & Avolio (2000), therefore the reliabilities and validities were previously established. However the reliabilities were re-established in context with the current research and the current respondents. Table 3 contains the summarized results of the tests

Table 3 Reliability Analysis

Construct	Cronbach's Alpha	Mean	Std. Deviation
Job Satisfaction	0.907	137.02	26.191
Work Life Balance	0.889	24.36	8.82
Career Advancement	0.759	19.96	5.532
Diversity Management	0.708	12.45	2.863
Leadership Style	0.708	16.52	4.182

Correlation Analysis

Correlation analysis was done in order to check the relationship between the variables. The results are summarized in Table 4

Table 4 Bivariate Correlations

Construct	JS	WLB	CA	DM	LS
Job Satisfaction	1				
Work Life Balance	0.506	1			
Career Advancement	0.512	0.172	1		
Diversity Mgmt	0.434	0.133	0.459	1	
Leadership Style	0.704	0.447	0.608	0.514	1

Regression Analysis

Table 5 contains the summarized results of regression for the overall model of the research study. The hypothesis that the factors (work life balance, diversity management, career advancement and leadership style) affect the job satisfaction of female employee was tested here through Regression analysis.

Furthermore the regression analysis also showed that work life balance, diversity management and leadership style had positive impact on job satisfaction while career advancement did not have positive impact on job satisfaction of female employee

Table 5 Summarized Regression Results

Variables	Unstandardized Coefficient B	Std Error	Standard Coefficient Beta	T	Sig
Constant	45.447	5.797		7.840	.000
Work Life Balance	.695	.142	.271	4.876	.000
Career Advancement	.818	.465	.104	1.761	.080
Diversity Management	.621	.260	.152	2.386	.018
Leadership Style	2.363	.395	.437	5.984	.000

Note: Dependent Variable: Job Satisfaction, Independent Variables: Work life balance career advancement, Diversity Management and Leadership style. $R^2 = 0.567$; Adjusted $R^2 = 0.558$, $P < .05$, $F(4, 185) = 59.046$

The results of the regression analysis for the overall model indicated that the predictors work life balance, diversity management, career advancement and leadership style with

job satisfaction explained 57% of the variance ($R^2=0.567$, $F(4, 185) = 59.046$, $p < .05$), which according to Cohen (1998) was a large effect.

Work life balance

The hypothesis that work-life balance has a positive relationship with satisfaction tested through Regression analysis. The summarized results are presented in Table 6 below:

Variables	Unstandardized Coefficient		Standard Coefficient Beta	T	Sig
	B	Std Error			
Work life balance	1.297	.163	.506	.947	.00

Note: Dependent Variable: Job satisfaction, Independent Variables: work-life balance, $R^2 = 0.256$; Adjusted $R^2 = 0.252$, $P < .05$, $F(1, 84) = 63.047$

The results of the regression indicates that Information explains that 25% of the variance ($R^2=0.252$, $F(1,184) = 63.047$, $p > 0.05$). This hypothesis is accepted as significant effect was found in the regression result.

Diversity Management

The hypothesis that diversity management has a positive relationship with job satisfaction was tested through Regression analysis. The summarized results are presented in Table 7 below:

Variables	Unstandardized Coefficient		Standard Coefficient Beta	T	Sig
	B	Std Error			
Diversity Management	3.429	.526	.434	.518	.000

Note: Dependent Variable: Job satisfaction, Independent Variables: Diversity management, $R^2 = 0.188$; Adjusted $R^2 = -0.184$, $P < .05$, $F(1, 185) = 42.481$

Career Advancement

The hypothesis that career Advancement has a positive relationship with job satisfaction was tested through Regression analysis. The summarized results are presented in Table 8 below:

Variables	Unstandardized Coefficient		Standard Coefficient Beta	T	Sig
	B	Std Error			
Career advancement	2.092	0.260	0.512	.059	.000

Note: Dependent Variable: Job satisfaction, Independent Variables: Career advancement, $R^2 = 0.262$; Adjusted $R^2 = 0.258$, $P < .05$, $F(1,185) = 64.955$

The results of the regression indicated that the predictor expertise explains 26.2% of the variance ($R^2=0.262$, $F(1,185) = 64.955$, $p < .05$). the hypothesis is accepted that there is significant positive relation between career advancement an job satisfaction.

Leadership style

The hypothesis that leadership style has a positive significant relationship with job satisfaction was tested through Regression analysis. The summarized results are presented in Table 9 below:

Variables	Unstandardized Coefficient		Standard Coefficient Beta	T	Sig
	B	Std Error			
Leadership style	3.805	.284	.704	13.400	.000

Note: Dependent Variable: Job satisfaction, Independent Variables: Leadership style, $R^2 = 0.495$; Adjusted $R^2 = 0.492$, $P < .05$, $F(1, 185) = 7$, $p < 0$

The results of the regression indicated

that the predictor leadership style 49 % of the variance ($R^2=0.495$, $F(1,185) = 7$, $p<.05$). The effect $\beta=.704$ shows that the hypothesis failed to reject and it significantly influences the consumer attitude towards Ramadan advertising.

Discussion

Employee satisfaction is the foundation of organizational growth and performance (Nirupama&Maula, 2011). The work force is the competitive advantage for any organization (Nausheen& Lin, 2012). Physical factors and social networks have positive effect on employees' job satisfaction (Drenth, 2009). Pereira and Coelho (2013) said that organizational factors translate a concern in the working conditions and the feelings into satisfaction. The relationship of different variables (work life balance, diversity management, career advancement and leadership style) with job satisfaction is evident by literature review (Drenth, 2009; Mohanty, 2012). All hypotheses which were constructed on existing literature were accepted, except career advancement, which was statistically found insignificant.

Implication for Managers and Policy Makers

On the basis of study, it is recommended that job satisfaction of female employees should be improved by work-life balance, diversity management, career advancement and leadership style. The findings of study can

be utilized by the organization and regulatory authorities. In this research, we found the impact of different factors on female employees job satisfaction. Meanwhile, the study can provide practical suggestions on how to modify the organizational climate and practices to enhance the level of female employees in Karachi as female are the growing part of the organizations. The findings from this study would assist future researches to obtain additional pieces of information, which were unavailable in previous studies.

The findings from this research brought some serious implications to several stakeholders. With respect to the theoretical implications, current study can be divided into 2 categories. These are theoretical and managerial implications. In terms of theoretical implication, the current study reaffirms the belief that the determinants of work life balance, diversity management, and leadership style are important determinants of female employees satisfaction in Karachi Pakistan.

Limitations and Future Research

In this research only the females from different organizations of Karachi were focused. The selected variables were observed in context of the cause and effect manner. Further dimensions of job satisfaction needs to be worked on. Psychological factors were also not taken into consideration in this study.

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