



## JOB SATISFACTION AMONG WORKING WOMEN IN EDUCATIONAL INSTITUTIONS

Aastha, Amay Vikram & Amlan Jyoti Saikia

School of Social Sciences and Languages, Lovely Professional University, Punjab

E-mail : shukla.aastha811@gmail.com

---

**Article History: Received:** 01.02.2023

**Revised:** 07.03.2023

**Accepted:** 10.04.2023

---

### Abstract

In recent years, competing demands from work and home have increased strain on women, who struggle to strike a balance between the two because they are more responsible for taking care of family matters than males. Therefore, the study is aimed at assessing the level of contentment among the employed women with their job by taking factors like working hours, income and other factors aligned to it into consideration. Since the research is concerned with job satisfaction among women, therefore 45 samples are selected for this purpose. Samples include both teaching as well as non-teaching staff in educational institutions. Qualitative research method was used in this work. Primary data were collected by using well-structured interview schedule through the responses of the women employees.

**Keywords:** Women, job satisfaction

---

### INTRODUCTION

Job satisfaction is a delightful sense of well-being brought on by one's employment and professional development. If an employee is happy with their job, they will display a good attitude about it (Locke). Positive and negative attitudes and sentiments about the job are referred to as job satisfaction (Schultz & Schultz, 1994). Job satisfaction is affected by a number of factors ranging from income, working hours to personal achievements and growth. Determination of job satisfaction becomes an important point of consideration when it comes to working women in organized sectors as they're the part of the workforce are burdened with dual responsibilities of workplace and family. Job satisfaction among women, apart from conventional factors, is also affected by the work-family conflict where 'role pressures from the work and family spheres are somewhat irreconcilable, which results in a sort of inter-role conflict' (Baral,

2016). Therefore, it becomes necessary to conduct a study regarding job satisfaction among women in organized sectors, here working women of educational institutions in particular to assess their achievements and challenges they face while maintaining the work-family balance.

### LITERATURE REVIEW

In his article "Job Satisfaction among Working Women," Paul J. Andrisani claims that internal and extrinsic factors both contribute to job satisfaction. When the job is viewed as a significant source of enrichment where one can express a wide range of talents and aptitudes, the intrinsic aspect is realized. The employment is viewed as a primary tool to achieve some goals (financial security, access to leisure activities) due to extrinsic factors. The type of the work, job difficulty, working hours, and working circumstances were determined to be extrinsic factors that contributed to the lower degree of job

satisfaction. He emphasizes that women who value intrinsic elements are more likely to be content in their careers.

"Job satisfaction refers to an overall affective orientation on the part of individuals towards their work roles that they're currently occupying," writes Arne L. Kallebag in "Work Values and Job Rewards: A Theory of Job Satisfaction." According to him, the one who gives his work activity significance is the one who gives it meaning in the first place. And there are two categories in which to place these labor values: intrinsic and extrinsic.

According to D. Raja Nandan and K. Siva Rama Krishna's study, "Determinants of Job Satisfaction of Faculty in Higher Education," job satisfaction in Higher Education also fluctuates with experience. They discovered that faculty members with less experience may be more motivated to teach, conduct research, and learn, which may lead to them feeling more satisfied with their jobs.

Kakoli Sen's article, "Relationship between Job Satisfaction & Job Stress amongst Teachers & Managers," links stress to a decline in job satisfaction. It claims that stress among employees is brought on by job uncertainty, high performance standards, and personal and family issues. Therefore, stress causes depression, irritability, anxiety, and fatigue, which lowers levels of job satisfaction.

Additionally, various factors i.e. organizational policies, job characteristics, leadership, and work life balance have influence over women's job satisfaction. For example, a study by Greenhaus and Praturaman (1999) found that job flexibility and work-life balance were important predictors for women's job satisfaction. Also, gender composition of the workplace plays an important role meaning; women working in male-dominant fields are more likely to have lower job satisfaction due to experiences of gender discrimination and bias, found in a study by Nishii and Mayer (2009).

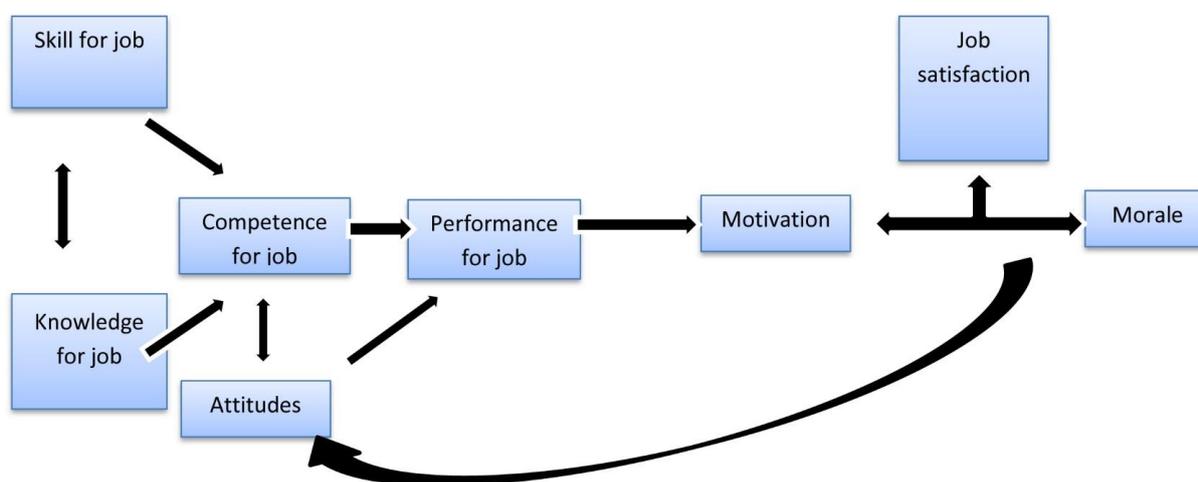


Fig.a- Schematic relationship of attitudes, job satisfaction, morale, motivation and performance

Source: Enlarged on 'Schematic relationship of performance, competence and attitudes'. Basu, K.S., Management Training, J.K. Industries, 1975.

In fig.a, the relationship of attitude, job satisfaction n, morale, motivation and performance can be seen. Hence, the employees at work with their skill and

knowledge and attitudes perform the job while interaction with the work environment. If the outcome of the job is satisfactory, it generates adequate work

motivation in them and high morale in the work group and results in individual job satisfaction.

In their study Klassen, R.M., & Chiu, M.M. (2010) on teachers' self-efficacy and job satisfaction because of teacher's gender, years of experience, and job stress, results indicated lower level of self-efficacy and job satisfaction in women compared to their male counterparts. In another study by J.Kim & J. Kwon, "The impact of job characteristics on job satisfaction and organizational commitment among female janitors in Korea." it is evident that employers should prioritize providing opportunities for skill development, autonomy, and feedback to promote job satisfaction. Similar results are received from the study by H. Hwang & J. Lee (2018).

## RESEARCH METHODS

### Type of Research

The research was qualitative research. Hence, the sample size was kept small that is 45 in number.

### Data collection process

Data were collected between 3 April 2023 and 21 April 2023. The length of the interview was ranged between 30 minutes to 45 minutes. On the basis of the objectives an interview schedule was designed after going through the literature of the past concerned with the area of study. The interview schedule included open-ended questions in alignment with the research objectives. Before the commencement of the interview with each respondent, their consent was taken as well as they were informed about the aim of interview. For the maintenance of confidentiality, the respondents were represented in numerical terms, not by their names.

## Representation of Collected Data

Figure 1

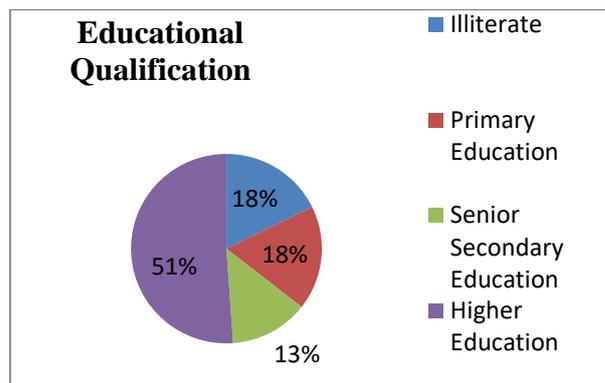


Figure 2

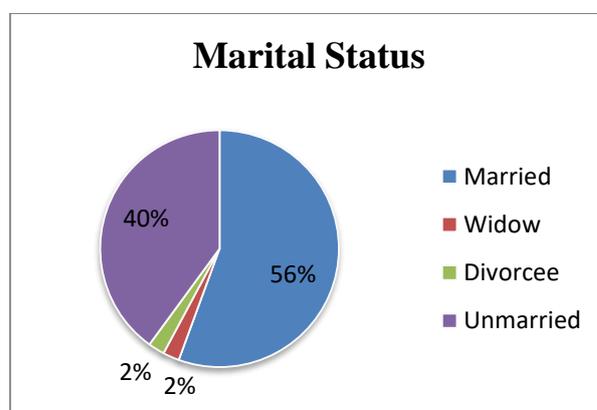


Figure 3

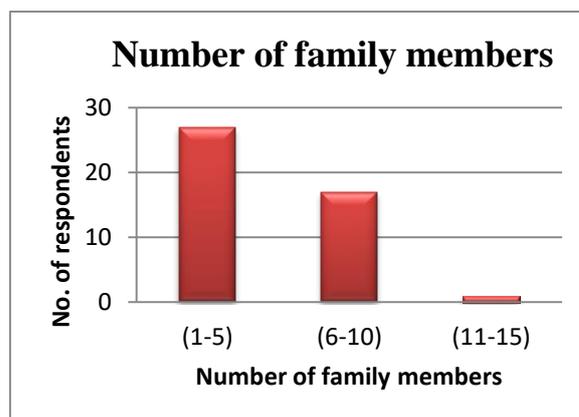


Figure 4

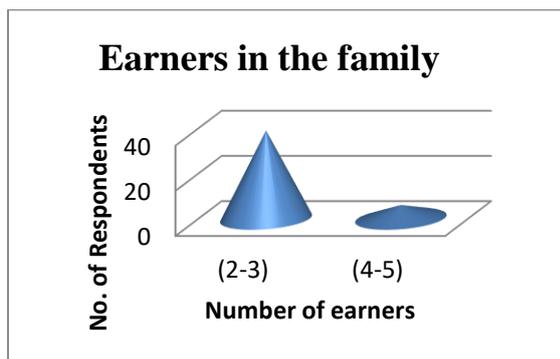


Figure 7

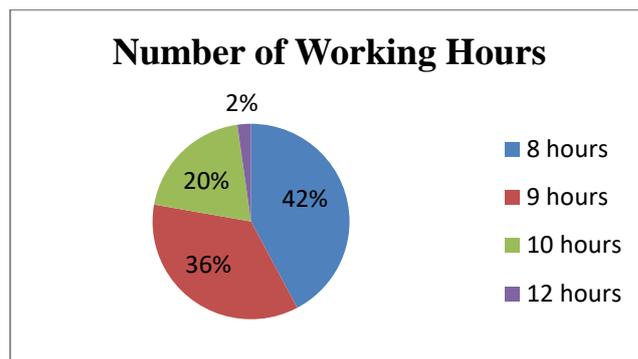


Figure 5

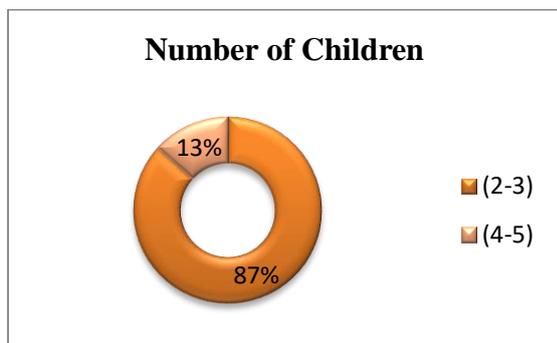


Figure 8

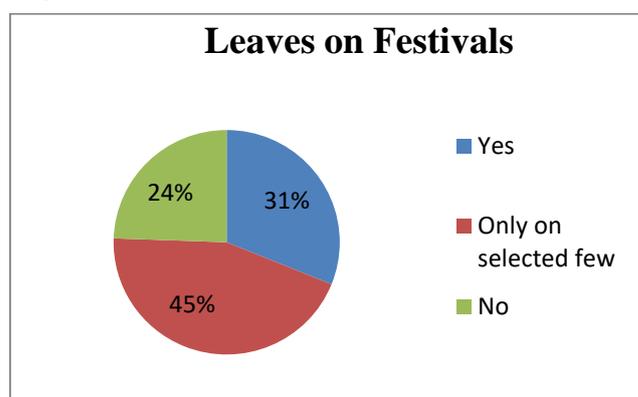


Figure 6

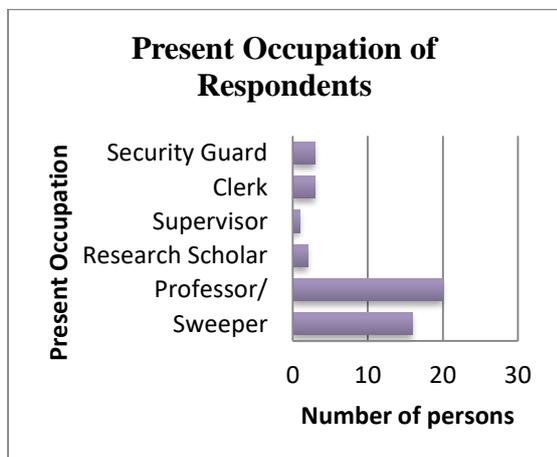


Figure 9

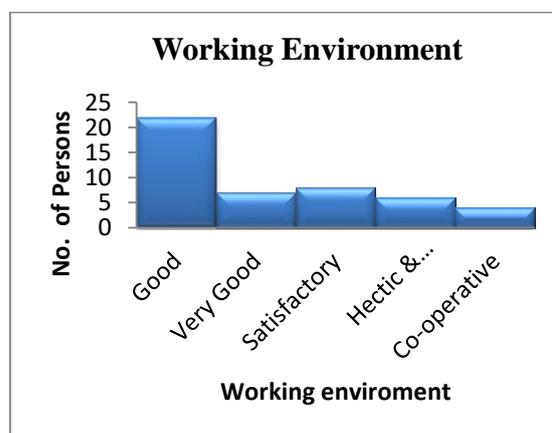


Figure 10

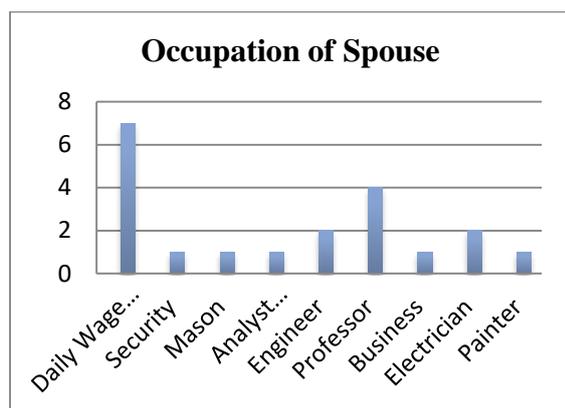


Figure 11

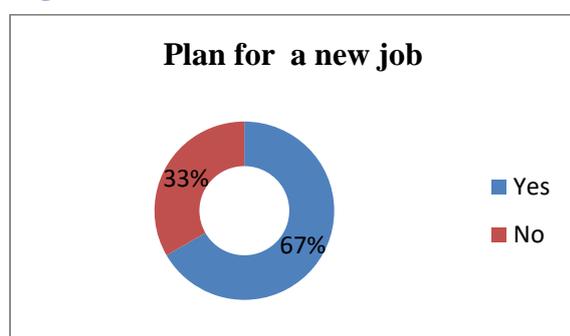
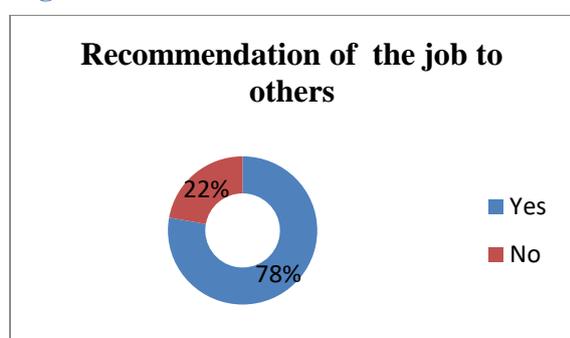


Figure 12



## RESULTS OF THE STUDY

### Satisfaction of Women with Their Job

Majority of the women are found to be satisfied with their job. And the reasons accounting for their satisfaction include that their job allows them to be economically independent or to overcome financial crises that they're going through in their daily lives. There are women who're satisfied because their work is their passion. While responding about the

reason of her satisfaction one of them said, "It was my aim to do a job which has uniform, therefore, I am in this sector and I am happy doing it." Another respondent said, "I joined this job to have a learning experience and for the development of personality." This shows that apart from extrinsic factors, intrinsic factors are also responsible for the satisfaction among working women.

One of the aspects of their job where women are found to be dissatisfied is that they're overburdened with work. For example, women who constituted the teaching profession complained of being tasked with administrative work in addition to their primary role. Considering the factor of relations of working women at workplace with their subordinates, colleagues and seniors, women were found to be satisfied with it, however, some of complained of strained relations with their seniors and subordinates. When asked about the effect of their job on their socio-economic status, most of the women were found to be unsatisfied because "the salary is bare minimum to meet the basic necessities of the family" as told by one of the respondents. Their job just helps them to mitigate the situation of financial crises and sustain their survival.

Therefore, the results show that women are found to be satisfied with their job mainly because of two reasons. First, it prevents them from financial crises and second, it allows them to be self-reliant.

### Challenges Faced by Women

Unable to get leaves in uncertain situations in their life is found to be one of the primary challenges that the women workers faced due to their job. One of the respondents said, "The policy of the organization requires two days prior application of leave for emergency situations which isn't possible at all because unexpected situations never arise by foretelling." Such provision leads to strained relations between the working women and their family members as well

as relatives. Work-family conflict is another challenge in the lives of the working women. It prevents women from spending quality time with their family. Apart from that, women who are academicians aren't able to focus on their intellectual development due to work overload. They are burdened with administration work apart from their primary role in their job. All these factors amount to increase in stress among working women. Paid maternity leave isn't provided to the pregnant working women which are one of the challenges for expecting mothers who are there in the job to overcome the economic crises in their life. Also, working hours pose a great challenge in the lives of working women who are solely responsible for their work life as well as household chores.

Overall, work overload, no provision of paid maternity leave, working hours as well as work-family conflict constituted the row of challenges faced by women due to their job.

### **Coping Mechanisms Suggested by Women**

When asked about the ways the working women manage the stress of the challenges they face due their dual role they play that is discharging their duties at workplace and taking care of family responsibilities, they told various ways through which they relieve them of stress like

(a) practicing meditation and yoga (b) visiting therapist (c) sharing the problems with family members (d) concentrating on the work (e) motivation to be self-independent (f) maintenance of line of separation between professional and private life.

### **Suggestions by Women for Changes in the Workplace**

Some of the working women suggested some changes that should be done at the workplace. For instance, one of the suggested that government labor laws (like paid maternity leaves, more paid leaves,

etc.) should be implemented in real sense. To overcome the problem of strained relations between seniors and subordinates at workplace, there should be a feedback mechanism where subordinates could provide review about the seniors. Security of tenure should be provided to the workers so that they can focus on their present work instead of stressing of next job if they lose the current one. Provision of training should be there to equip the employees with the necessary skills to meet the new demands of their profession along with avoidance of overburdening the employee with the work outside their primary role's purview such as academicians shouldn't be tasked with administrative works.

### **CONCLUSION**

Based on the research conducted in this paper, it can be concluded that job satisfaction among women has various factors some of them for instance are work-life imbalance, not appropriate pay or promotion opportunities, supportive work environment, too much administrative work, rigid work hours in some cases et cetera. Through the literature review it was found out that women experience lower job satisfaction compared to men, which may be attributed to gender discrimination and social or cultural biases at workplace.

With the help of descriptive survey of 45 random individuals from various fields, it is evident that even in this modern age there are more problems present for working class women compared to their male counterparts. Yet they are found to be satisfied with their job mainly because of two reasons. First, it prevents them from financial crises and second, it allows them to be self-reliant.

The study also indicates the steps which should be taken to improve their job satisfaction, for instance, better feedback mechanism's, increase number of paid

leaves and separate medical leaves, more accountability of seniors and better training for them. Some coping mechanisms were also discussed in the study which were preferred by the participants; yoga and meditation, spending time with family, maintaining healthy work-life balance et cetera.

In conclusion, this study highlights the importance of considering the need of women at work place to improve their job satisfaction. Creation of a healthier and more supportive environment for the women will not only enhance job satisfaction among women in the organization but also promote greater productivity, retention, and overall success.

The findings of this study can inform the employers about the efforts which should be put in for better job satisfaction among women and retention in workplace. Future research can investigate additional factors influencing women's job satisfaction.

## REFERENCES

1. Ahu Cerci, P., & Duumludag, D. (2019, July). Life Satisfaction and Job Satisfaction among University Faculty. *Social Indicators Research*, 144(2), 785-806. Retrieved from <https://www.jstor.org/stable/10.2307/48704733>
2. Andrisani, P. J. (1978). Job Satisfaction among Working Women. *Signs*, 3(3), 588-607. Retrieved from <https://www.jstor.org/stable/3173173>
3. Artz, B., & Kaya, I. (2014). Job insecurity and job satisfaction in the United States: The case of public sector union workers. *Industrial Relations Journal*, 45(2), 103-120. <https://doi.org/10.1111/irj.12044>
4. Baral, R. (2016, January). Women Managers & Professionals: Work-Family Conflict & Job Satisfaction. *Indian Journal of Industrial Relations*, 51(3), 432-336. Retrieved from <https://www.jstor.org/stable/43974556>
5. Earnings of men and women working in the private sector. (2010). OECD Social, Employment and Migration Working Papers. <https://doi.org/10.1787/5km7smt2r7d2-en>
6. Fernández Puente, A. C., & Sánchez-Sánchez, N. (2021). How gender-based Disparities Affect Women's job satisfaction? evidence from euro-area. *Social Indicators Research*, 156(1), 137-165. <https://doi.org/10.1007/s11205-021-02647-1>
7. George, E., & K.A., Z. (2018). Job satisfaction and job-related stress. *Psychological Empowerment and Job Satisfaction in the Banking Sector*, 87-126. [https://doi.org/10.1007/978-3-319-94259-9\\_4](https://doi.org/10.1007/978-3-319-94259-9_4)
8. Ghosh, P. K., & Ghorpade, M. B. (2020). *Industrial Psychology* (2020th ed.). Himalayana Publishing House Pvt. Ltd.
9. Greenhaus, J. H., & Parasuraman, S. (n.d.). Research on work, family, and gender: Current status and future directions. *Handbook of Gender & Work Handbook of Gender & Work*, 391-412. <https://doi.org/10.4135/9781452231365.n20>
10. Gruneberg, M. M. (1979). Job satisfaction and individual differences. *Understanding Job Satisfaction*, 90-104. [https://doi.org/10.1007/978-1-349-03952-4\\_5](https://doi.org/10.1007/978-1-349-03952-4_5)
11. Gruneberg, M. M. (1979). Job satisfaction and the job itself. *Understanding Job Satisfaction*, 33-54. [https://doi.org/10.1007/978-1-349-03952-4\\_3](https://doi.org/10.1007/978-1-349-03952-4_3)
12. Gupta, M. (1979, January). A Study of Job Satisfaction among Women Workers. *Indian Journal of Industrial Relations*, 14(3), 449-459. Retrieved from <https://www.jstor.org/stable/27765730>

13. How women and development workshops were organised. (1983). <https://doi.org/10.14217/9781848593619-3-en>
14. Huang, W.-R. (2020). Job training satisfaction, job satisfaction, and job performance. *Career Development and Job Satisfaction*. <https://doi.org/10.5772/intechopen.89117>
15. Hwang, H., & Lee, J. (2018). An empirical study on the determinants of job satisfaction among female cleaners in South Korea. <https://doi.org/10.11648/j.hrmr.20180201.15>
16. Iskra-Golec, I. M. (2013). Work/family relation, job satisfaction, Life Satisfaction, and health in day working and shift working nurses. *PsycEXTRA Dataset*. <https://doi.org/10.1037/e577572014-356>
17. Job satisfaction among primary teachers. (2002). *Primary Teachers Talking*, 91–110. <https://doi.org/10.4324/9780203032527-11>
18. Kalleberg, A. L. (1977, February). Work Values and Job Rewards: A Theory of Job Satisfaction. *American Sociological Review*, 42(1), 124-143. doi:<https://doi.org/10.2307/2117735>
19. Khaleque, A., & Jahan Afreen, S. (1986, April). Job Satisfaction, Mental Health and Life Descriptions of Working Women. *Indian Journal of Industrial Relations*, 21(4), 473-478. Retrieved from <https://www.jstor.org/stable/277689>
20. Kim, J., & Kwon, J. (2021). The impact of job characteristics on job satisfaction and organizational commitment among female janitors in Korea. <https://doi.org/10.3390/su13105805>
21. Klassen, R. M., & Chiu, M. M. (2010). Effects on teachers' self-efficacy and job satisfaction: Teacher gender, years of experience, and job stress. *Journal of Educational Psychology*, 102(3), 741–756. <https://doi.org/10.1037/a0019237>
22. Magee, W. (2015). Job satisfaction and Job Pride Scale. *PsycTESTS Dataset*. <https://doi.org/10.1037/t51533-000>
23. Marik, S. (2009). French Revolution, women and. *The International Encyclopedia of Revolution and Protest*, 1–7. <https://doi.org/10.1002/9781405198073.wbierp0592>
24. Memon, A.-R., Memon, A., & Bemisal, A. (2019). The determination of job satisfaction among female school teachers “A study of naushahro feroze, Sindh, Pakistan.” *International Journal of New Economics and Social Sciences*, 9(1), 383–400. <https://doi.org/10.5604/01.3001.0013.3057>
25. Miles, M. (n.d.). Working in the city. *GENDER, MIGRATION AND DOMESTIC SERVICE*, 195–212. [https://doi.org/10.4324/9780203452509\\_chapter\\_12](https://doi.org/10.4324/9780203452509_chapter_12)
26. Morgan, C. S. (1980). Female and male attitudes toward life: Implications for theories of Mental Health. *Sex Roles*, 6(3). <https://doi.org/10.1007/bf00287358>
27. Nandan, R. D., & Krishna, R. S. (2013, July). Determinants of Job Satisfaction of Faculty in Higher Education. *Indian Journal of Industrial Relations*, 49(1), 132-147. Retrieved from <http://www.jstor.com/stable/23509805>
28. Nazneen, D. A. (2020). Level of job satisfaction among female garment workers of Bangladesh. *Journal of Medical Science And Clinical Research*, 08(10). <https://doi.org/10.18535/jmscr/v8i10.01>
29. Nazneen, D. A. (2020). Level of job satisfaction among female garment workers of Bangladesh. *Journal of*

- Medical Science And Clinical Research, 08(10).  
<https://doi.org/10.18535/jmscr/v8i10.01>
30. Nishii, L. H., & Mayer, D. M. (2009). Do inclusive leaders help to reduce turnover in diverse groups? the moderating role of leader-member exchange in the diversity to turnover relationship. *Journal of Applied Psychology*, 94(6), 1412–1426. <https://doi.org/10.1037/a0017190>
  31. Poverty and dissatisfaction - job satisfaction. (2018). *Globalization, Urban Progress, Urban Problems, Rural Disadvantages: Evidence from Mozambique*, 105–112. <https://doi.org/10.4324/9781315185699-16>
  32. Ramawat, R., & Mathur, N. (2018, December). Factors Effecting Job Satisfaction among Female Employees: Indian Context. *International Journal of Research in Business Studies.*, 3(2), 19-34. Retrieved from <http://www.ijrbs.com/wp-content/uploads/2018/12/Mrs.%20Rupal%20Ramawat%20&%20Dr.%20Nee%20Mathur.pdf>
  33. Sen, K. (2008, July). Relationship between Job Satisfaction & Job Stress Amongst Teachers & Managers. *Indian Journal of Industrial Relations*, 14-23. Retrieved from <https://www.jstor.org/stable/27768168>
  34. Southern Women and Textile Work: Job Satisfaction. (2013). *Southern Women*, 195–200. <https://doi.org/10.4324/9780203063514-20>
  35. Spector, P. E. (2022). Interventions to improve job satisfaction. *Job Satisfaction*, 132–139. <https://doi.org/10.4324/9781003250616-8>
  36. The assessment of job satisfaction. (1997). *Job Satisfaction: Application, Assessment, Causes, and Consequences*, 5–22. <https://doi.org/10.4135/9781452231549.n2>
  37. Townend, A. (2007). Meeting the work-life balance needs of employees. *Assertiveness and Diversity*, 169–176. [https://doi.org/10.1057/9780230582019\\_18](https://doi.org/10.1057/9780230582019_18)
  38. Voydanoff, P. (1980). Perceived job characteristics and job satisfaction among men and women. *Psychology of Women Quarterly*, 5(2), 177–185. <https://doi.org/10.1111/j.1471-6402.1980.tb00954.x>
  39. Voydanoff, P. (1980). Perceived job characteristics and job satisfaction among men and women. *Psychology of Women Quarterly*, 5(2), 177–185. <https://doi.org/10.1111/j.1471-6402.1980.tb00954.x>
  40. WHITE, T. H. (1981). The relative importance of work as a factor in life satisfaction. Retrieved from <http://www.jstor.org/stable/10.2307/23071343?refreqid=search-gateway>.
  41. Williamson, D. A. (2021). Toward a new model of job satisfaction. *Job Satisfaction in Social Services*, 131–155. <https://doi.org/10.4324/9781003249566-5>
  42. Women in management. (1988). *Managerial Job Change*, 185–207. <https://doi.org/10.1017/cbo9780511522116.009>
  43. Work-life balance among private sector working women: The impact of family friendly policies. (2022). *Neuroquantology*, 20(8). <https://doi.org/10.48047/neuro.20.08.nq44738>
  44. 김난주, & Taehee Kwon. (2009). The relation between work-family balance and quality of life for married women. *The Women's Studies*, 76(1), 43–70. <https://doi.org/10.33949/tws.2009..1.002>