



# Status of Women Employees and Job Satisfaction of Women Working in Corporate Sector

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## ARTICLE INFO

**Key Words:** *Job satisfaction, promotion policies, women employees.*

## ABSTRACT

The present paper examines the level of job satisfaction working in the corporate sector in the region of Gurgaon and Chandigarh. The major findings of the study are that women are entering the corporate sector in high numbers however their proportion is still less vis a vis their male counterparts. In the present study, majority of the women were found to be dissatisfied with their present jobs. There were many reasons for dissatisfaction among the respondents. Out of which mainly were heavy work load, long working hours, biased promotion policies and unequal pay. Further, it was observed that unseen barriers are quite prevalent in the corporate world due to which women are not able to reach at the top managerial positions. These barriers are prevalent due to the misconceptions created in respect of the ability and potential of women employees. This patriarchal mindset of the people working in corporate sector is the major hindrance in their growth and progress.

## Introduction

The extent of Job Satisfaction is an important aspect of women's experience in the corporate world. It is defined as individual's feeling of satisfaction in the job which gives impetus to work and provides motivation towards work. It cannot be seen but can be inferred. Satisfaction

not only comes with mere earnings but also comes with other fringe benefits such as healthy working conditions, cooperative attitude of super-ordinates and colleagues, promotional policies and flexibility of the job etc. People's level of job satisfaction is the result of their job tasks, the characteristics of the job setting in which they work and the individual differences in values and needs.

Received 20.09.2023; Accepted 15.11.2023

DOI: [10.48165/gmj.2023.18.2.1](https://doi.org/10.48165/gmj.2023.18.2.1)

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The objective of the present paper is to study the level of Job Satisfaction of the women working in the corporate sector and the kind of relationship they share with their superiors, colleagues and subordinates. It attempts to examine job satisfaction by looking into various variables such as the recruitment policies of the company, their promotional avenues, maternity benefits, emoluments, hours of work and kind of job tasks which has further helped us to decipher the level of job satisfaction among the respondents. An attempt has been made to understand if women employees were satisfied with their work and the organisation and further the kind of obstacles they were encountering.

Purposive sampling was used for the purpose of this research. The unit of analysis was women holding top, middle and lower level positions in the corporate sector. Both quantitative and qualitative data were used in data collection. Quantitative data were collected through Interview Schedule. A total sample of 240 respondents from 20 MNCs, IT companies and Private Banks working at the top, middle and lower level positions were taken for quantitative data from Chandigarh Capital Region and Gurgaon.

An attempt was to study job satisfaction of the respondents by asking whether they were satisfied at their workplace or not. It is presented in the following table:

#### Distribution of Respondents on the Basis of Satisfaction with their Work

Job satisfaction	Frequency	Percentage
Yes	90	37.5
No	150	62.5
Total	240	100

#### Distribution of Respondents showing Reasons for Job Dissatisfaction

Reasons for dissatisfaction	Frequency	Percentage
Heavy Work Load	29	19.3
Long Working Hours	49	32.7
Discrimination in Salary	32	21.4
Promotion not on Merit and biased promotion policies	30	20
Other reasons	10	6.6
Total	150	100

The data in the table clearly shows that more than three-fifth of the respondents were not satisfied with their jobs and around 37 percent of women employees were satisfied with their jobs. Dissatisfaction with job could be due to number of reasons. Therefore, the respondents were asked to state the reasons for their dissatisfaction and satisfaction with their job.

### Factors affecting Job Dissatisfaction

The following table states the reasons of respondents showing their reasons of dissatisfaction with their job

Around one-third of them respondents complained that the working hours were too long which inflicted lot of pressure on them and drained them. Around 21 percent of the respondents stated due to disparity in wages they felt discriminated and dissatisfied. Further, they discussed that due to the above reasons men employee were occupying better positions in the companies and were taking better salaries and incentives than women employees. Therefore, this disparity in salaries made them feel frustrated and exploited at the hands of the companies.. Around one-fifth of the respondents were unsatisfied due to the gender biased promotion policies adopted by their companies. The respondents felt that promotion was not on merit. They were of the view that despite the fact that they were equally competent but most of the times promotions were given to men employees and further men were preferred for top level positions.

Another 19 percent of the respondents were also of the view that heavy work load contributed to dissatisfaction. Further, they said that they encountered role conflict as they had to balance home affairs as well as job responsibilities. Thus, strenuous working hours

and heavy work load made them unsatisfied in their job. Around 6 percent of the respondents stated other reasons for their dissatisfaction with their job. The analysis show that there were varied reasons for job distribution.

## Factors affecting Job Satisfaction

It is very natural that until and unless an employee is not satisfied with her job in the company, she will not be in a position to do justice with that work which will further lead to non-performance, inefficiency in the work which will ultimately be detrimental for the company as well as for the employee. There are many factors on the bases of which an employee attains satisfaction in respect to his/her work and absence of any such factor will lead to dissatisfaction. The table mentioned below shows distribution of respondents showing reasons for their being satisfied with their work.

**Table 5.3:** Distribution of Respondents showing Reasons for Satisfaction with their Jobs

Reasons	Frequency	Percentage
Supporting Staff	15	16.6
Flexible working conditions	25	27.7
Better wages	40	44.4
Others	10	11.3
Total	90	100

It can be deciphered from the above table that around 45 percent of the respondents stated that because of adequate wages they were satisfied with their job. Therefore, from the above table, it can be inferred that more than half of the respondents were not satisfied with their salaries or remuneration and other factors were playing a major role in bringing their satisfaction. This is quite unfortunate in the present time, despite being competent, skilled and talented women employees are facing wage disparity.

Around 28 percent of the respondents were with the view that flexible working condition was the reason for their being satisfied with their jobs. It is observed that organization or company, which have strict working environment creates a sense of suffocation for women employees due to which employees tend to change their jobs. Around 16 percent of the respon-

dents stated support and cooperation of the staff to be the reason for their satisfied with their job.

Around 11 percent of the respondents stated other miscellaneous reasons for their job satisfaction. This situation reveals that more than half of the respondents were satisfied with their jobs for reasons other than wage and remuneration.

## Measures of Job Satisfaction

The respondents were asked to state their opinions on various statements relating to job satisfaction. The response categories were ranged from strongly agree to strongly degree on a five-point scale. This helped in knowing what factors play in determining the satisfaction level of respondents in respect to their work. Following are the responses to the various statements relating to their work which are mentioned below.

The respondents were asked if they felt that the recruitment policy of the company gave fair chance to fairer sex. It was revealed that around 42 percent of the respondents disagreed and 13 percent of the respondents strongly disagreed to this and felt there was discrimination right from the recruitment level between the both sexes. Few of the respondents i.e. 6 percent strongly agreed that their company gave equal chances to both the sexes and 13 percent also agreed to this statement and found equality at the entry level. It can be observed from the above table that women were facing discrimination even in corporate sector despite having required skill, education, knowledge and competency and they do not get entry in this sector easily as compared to men. Further, this discrimination is seen at all the levels of the company but it is seen to be more at higher levels.

The respondents were further asked to give their opinion if they felt there were less promotional avenues for women in the corporate sector. Around two-fifth of the respondents agreed and around 18 percentage of the respondents strongly agreed to this statement and felt this because they were given less opportunities of promotion due to their gender which led to less number women holding higher positions. However, around 22 percent disagreed and 4 percent strongly disagreed to this statement and felt equality in the companies and

**Table showing Distribution of Respondents by their Opinion on Job Satisfaction**

Statements/responses	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Total
Recruitment policy of the company gives fair chance to fairer sex	16 (6.7%)	32(13.3%)	58(24.2%)	101(42.1%)	33(13.7%)	240(100%)
There are less promotional avenues for women in the corporate sector	44 (18.3%)	98 (40.8%)	34(14.2%)	54 (22.5%)	10 (4.2%)	240 (100%)
Women in corporate sector feel less job security during maternity or sick leave period.	55 (22.9%)	68 (28.3%)	54(22.5%)	34(14.2%)	29(12.1%)	240(100%)
Women in corporate sector feel problems during transfer	50(20.8%)	99(41.3%)	47(19.6%)	32(13.3%)	12(5%)	240 (100%)
The emoluments of female in corporate sector are less than that of male	25 (10.4%)	108 (45%)	54(22.5%)	33(13.8%)	20(8.3%)	240(100%)
Welfare activities for women in corporate sector are adequate and job provides me with medical incentives	6 (2.5%)	56(23.3%)	36 (15%)	114 (47.5%)	28 (11.7%)	240 (100%)
The hours of work are satisfactory and I am adequately paid accordingly.	13 (5.4%)	46 (19.2%)	46(19.2%)	89 (37.1%)	46 (19.1%)	240 (100%)
I am satisfied with job tasks assigned to me	20 (8.3%)	28 (11.7%)	56(23.3%)	106 (44.2%)	30 (12.5%)	240 (100%)

felt deserving women bagged promotions and reached upper echelons in the corporate sector. Discrimination at the time of promotions was quite frustrating for the respondents and they remained professionally unsatisfied despite giving their best to their companies

The respondents were also asked if they felt insecurity for their jobs during their maternity phase or sick period. 22 percent of the respondents strongly agreed and 28 percent of the respondents simply agreed that women workers feel insecurity in their job during their maternity or sick phase. Further, 14 percent of the respondents disagreed and 12 percent of the respondents strongly disagreed and found adequate security in respect to their jobs.

Respondents were further asked to give their opinions on whether they felt women employees encountered difficulties during their transfer. It was revealed that around 40 percent of the respondents agreed and one-fifth strongly agreed that they experienced lot of trouble during transfers. Whereas one-fifth of respondents simply disagreed and 5 percent of the respondents strongly disagreed and opined their company was very cooperative in every way. It was further found that

the respondents who reported to have problems during transfer were mostly married and for their families the job of their spouses were more valuable than theirs. Some of the respondents reported that even if they were getting lucrative packages and good profile, their families asked them to refuse transfers especially too far off places because they believed that such opportunities could lead to exploitation and were unsafe for them. Some other respondents who were married and had children said that they refused the offers of transfer as they had children and it was difficult to relocate themselves with kids as it would cause disturbance in their education. It was a handful of single unmarried ambitious women who accepted transfers as it gave them more opportunities to grow.

Further, the respondents were asked if they felt that the emoluments of females in corporate sector were less than that of male employees. Majority of the respondents felt income disparity in comparison to male employees. It was found that 10 percent of the respondents strongly agreed and more than two-fifth simply agreed that salaries of female employees were less in corporate sector in comparison to men whereas

13 percent of the respondents disagreed and 8 percent strongly disagreed to this statement. It was further reported by respondents that the corporate sector gave higher emoluments to males because it felt that males can be a resource for a long period whereas females are compelled to leave or sacrifice their careers midterm because of their familial responsibilities.

The respondents were also asked if the welfare activities for women in the corporate sector were adequate and further if the jobs provided them with medical incentives. Around 47 percent of the respondents disagreed and around 11 percent strongly disagreed that their job did not provide them with adequate welfare activities and other medical incentives. Around 23 percent agreed and 2 percent of the employees strongly agreed to this statement and were satisfied that their companies were very supportive and felt their jobs provided them with adequate amenities for their welfare.

The respondents were also asked if their hours of work were satisfactory and if they were paid accordingly. Around 37 percent of the respondents disagreed and 19 percent of the respondents strongly disagreed and felt the hours of work were too stretched and they had to work overtime also. However, around 5 percent of the respondents agreed and around 19 percent strongly agreed to this statement and they felt that they encountered no problems and their hours of work were satisfactory and were paid as per their work and worth. One of the respondents working in a consultancy company in Gurgaon said that she had to work for 10-12 hours a day and over that travelling to workplace and then back home took her at least an hour daily which made her completely drained and tired. She even said that due to this daily exhaustive and tedious job schedule she was unable to manage her social and domestic life which was very frustrating and annoying.

It was also asked if they were satisfied with the job tasks and targets assigned to them. It was found that around 44 percent of the respondents disagreed and 12 percent strongly disagreed to this statement. Further only 8 percent agreed and 11 percent strongly agreed and felt they were satisfied with the job tasks assigned to them which shows that majority of respondents felt that they were not satisfied with jobs and were not able to complete the targets.

It is further inferred from the above study that majority of the respondents are found to be dissatisfied with their present jobs. There are many reasons for dissatisfaction among the respondents. Out of which mainly are heavy work load, long working hours, biased promotion policies and unequal pay. On the other hand, some respondents were found to be satisfied with their work for the reasons such as flexible working hours, cooperative staff and healthy working conditions. Further, during the discussions it came to light that some respondents were forcefully holding to their jobs due to some family pressure and other personal and domestic responsibilities. Further, it is observed that unseen barriers are quite prevalent in the corporate world due to which women are not able to reach at the top managerial positions. These barriers are prevalent due to the misconceptions created in respect of the ability and potential of women employees. This patriarchal mindset of the people working in corporate sector is the major hindrance in their growth and progress. Women are discriminated, sexually harassed, exploited in corporate sector which comprises of most educated and intellectual class of people. It is of no doubt that women are entering the corporate sector but till the time they are not treated equally and given adequate opportunities, they will not be able to perform at their best. It is not only detrimental for women worker but also for their companies. A big question mark is on gender neutral and fair policies in the corporate sector and calls for immediate attention of policy makers and government to take steps for putting an end to gender discrimination and bringing job satisfaction.

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