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Gender Difference in Job Satisfaction of Employees Working in Private and Public Sector

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Abstract:

The current study was titled 'Gender Difference in Job Satisfaction of Employees Working in Private and Public Sector'. The objectives of the study were to explore the variable among employees selected (N=70) and compared them across gender and type of organisation (Private and Public). The current study utilises a Quantitative method. The hypotheses utilised directional hypothesis for all the three variables and differences in the type of organisations, which utilised null hypothesis for all the three variables. The current study utilised a standardised questionnaire which were administered on the 70 employees. In the current study, t-test was utilised to compare job satisfaction amongst gender across all the sub variables investigated in the current study. The results suggest that there is no significant difference seen in the three variables between genders. The hypothesis was rejected.

Keywords: Job satisfaction, Quantitative, Gender Difference, Employees Working in Private and Public Sectors, t-test

1. Introduction

The current study aims to understand the job satisfaction experienced by employees working in private and public sectors in Bangalore and compare the job satisfaction across the Genders.

Job Satisfaction is the emotional feelings individuals have towards their job and is the level of their satisfaction with particular facets of their jobs, such as pay, working hours, and numerous other aspects of their jobs.

There are many theories that explain the job satisfaction and various factors influencing it. A few of the theories that are relevant to the current study are listed below.

1.1. Dispositional Theory

It is probably the only theory in job satisfaction that focuses in detail on the nature and hereditary, inborn behaviour of an individual. This theory states that one's personality is an important factor of the satisfaction level the person gets from his/her job. From example, person who is generally an introvert is known to be in low in self-esteem may experience a low job satisfaction. However, a person who has an internal locus of control tends believes he/she is responsible to his/her ownership, which may lead him/her to have a higher level of job satisfaction.

The current study focuses on various areas of Job Satisfaction such as Ability Utilisation, creativity and Authority that differs from person to person based on their personality.

1.2. Two-factor Theory

This theory points out two factors that could satisfy or dissatisfy an employee in their job. The first factor, discussed in this theory would be the motivational factors that would encourage an employee to have a better work performance that would result him/her to attain satisfaction. These factors can include promotions in their job, bonuses, and recognition within and outside the organisation. The other factor would be the hygiene factors which are factors that don't directly motivate the employees but do affect their satisfaction and performance. These factors would be non-financial benefits, policies, and the overall structure and environment of the workplace that would make an employee feel secure.

This theory is relevant in the current study as there are several factors such as Achievement, which is most of the time due to intrinsic motivation and many non-monetary benefits for the employees such as recognition, responsibilities, security, independence, compensations, working conditions and variety of things one gets to do from time to time to reduce the monotony of their job.

Job satisfaction is important for the current study as it throws light on how satisfied an employee is in his/her job and professional roles. Job Satisfaction plays a role in determining how they balance between their personal and professional roles.

1.3. Gender differences in Job Satisfaction

Several research being studied in the field of Job Satisfaction, show that there are gender differences in job satisfaction. It has been studied that though women's role at work are lesser in position and pay, they have lesser complains of dissatisfaction at work. Job Satisfaction depends on the job characteristics, family responsibility and personal expectation of the employees.¹ A lot of studies state that women face greater work load stress leading to a lower overall satisfaction compared to men. There is a significant gender difference seen in time management, organisational support, job pressures and pay and increment.² The employees' personality and attitude towards women and their growth in the company matter a lot in experiencing a higher job satisfaction as it will not make a difference in one's job satisfaction if being supervised by a woman.³

1.4. Summary

Job satisfaction is one of the main motivations for an employee to perform well. These are many theories that explain job satisfaction which this chapter threw light on. The various facets of job satisfaction that the current study delves into are Ability Utilisation, Achievement, Activity, Advancement, Authority, Company policies and practices, compensation, co-workers, creativity, independence, moral values, recognition, responsibilities, security, social support, social behaviour, supervision- HR, Supervision- Technical, variety, working conditions and general satisfaction.

1.5. Literature Review: Research on Job Satisfaction:

Job satisfaction is one of the primary areas that have been studied extensively. Job satisfaction is considered to be a crucial driver of employee performance. This section focuses on various studies collected for the review of literature to understand the current trends in the research of Job Satisfaction of employees. A few of the studies that are appropriate for the current study are listed below:

Padmakumar (2013), in their study "Relationship between Job Satisfaction and Job Performance in the public sector: A case study from India" used employees from a public sector in India were studied. The results suggested that there is no association between job facet satisfaction (JFS) and over all J.S (OJS); there is no association between age and JS; there is no association between salary and OJS; there is no association between Experience and OJS; there is no association between OJS and the 6 measures of OJS that were studied in the research.

The study "Changes in new comers job satisfaction over time: honeymoons and hangovers", by Boswel, et.al (2009), suggested through their results that the Job Satisfaction was the highest at the entry of the new comer and slowly decreased; employees showed low satisfaction in their previous job compared to the new one, high JS had greater fulfilment of commitments in other socialisations. Greater fulfilled commitments and socialization also intern affect a better job satisfaction.

Robert and Mingming (2010), studied the, 'Effect on teacher's self-efficacy and job satisfaction, teacher gender, years of experience and job stress', on 1430 teachers. The analysis methods utilised in this study were factor analysis, item response modelling, systems of equations, and SEM. It was found that women have more work load stress, classroom stress because of student behaviour, and lower class room management self-efficacy.

Lopez, Mandrigal and Carmen (2010), explored 'part time work, gender and job satisfaction: Evidence from a developing country' suggest that both in men and women employees working full time have a higher Job satisfaction when compared to those who work half time. However the findings through the overall level of job satisfaction reported the employees, men have higher job satisfaction when compared to women.

The study "Politics in workplace: An emphatical examination on the impact of gender on leadership style and employee job satisfaction in the modern work place", by Jackson, Albert and Snipes (2013) observed the attitudes about women managers and the biases about them being poorer leaders compared to men leads the women to have lower job satisfaction. Same organisational roles, efficiency women get lesser compensations and opportunity at work compared to men.

Sharma and Sherawat (2004) examined the "gender differences regarding job satisfaction and turnover intentions among private university teaching staff" and arrived at a conclusion that there is significant difference in in gender across 3 dimensions of job satisfaction which are time management and organisational support, job pressure and pay and increment. The findings also indicated that the men showed higher job satisfaction level compared to women. Women face more dissatisfaction in terms of job pressure.

Semjkina (2013) delved into the "job satisfaction and perceived gender equality in advanced promotion opportunity: An Empirical investigation" focuses on the relationship between job satisfaction and perceived chance of women to lead and conducted a survey where the participants had a positive response. Employee personality and healthy attitude towards gender equity lead to higher job satisfaction as they have less bias and more chance to grow in the career.

¹According to the study 'Gender Differences in Job Satisfaction: Why Aren't Women More Dissatisfied?' Hodson R (1989)

² As found in the study "Gender difference regarding job satisfaction and turnover intentions among private university teaching staff", Sharma S and Parulsehrawat (2014)

³ As found in the study "Job satisfaction and perceived gender equity in advanced promotion opportunities: An empirical investigation" Semjina A and Susan J (2013)

The above review of literature aimed to introduce more in depth the current research that is going on in the field of Job Satisfaction. It can be summarised through the review of literature⁴ that the employees show high job satisfaction as a fresher and it decreases with time. This finding is the key reason for the current study to consider employees with minimum of one year of tenure. There have been studies that indicated that women have more work load stress when compared to men that hinder their level of JS. It can also be inferred from the current trends that attitude towards women employees growing professionally determines their JS. These facts gathered from the ROL throw light gender differences in JS which the current study aims to explore. The literature review suggests that in the public sector there are not any associations found in the facets of JS and overall JS. There have been studies that propose the truths about part time and full time jobs and their impact and influence on JS of the employees which would add to the Qualitative discussion of the current study.

2. Methodology

2.1. Title

Gender Difference in Job Satisfaction of Employees Working in Private and Public Sector Study

2.2. Research Questions

Below is the list research questions derived through reviewing literature that supports the current study.

1. Is there a gender difference in the levels of Job Satisfaction reported by employees?

2.3. Objectives

1. To explore the level of Job Satisfaction reported by employees working in government and private sectors.
2. To study gender differences in the level of Job Satisfaction reported by employees.

➤ HYPOTHESIS

1. There is gender difference in the level of Job Satisfaction reported by employees.

2.4. Operational Definitions

Below is a list of definitions of all the variables and factors that would be measured in the current study, according to the researcher's research design and plan and in the context of the current study.

2. Job Satisfaction: Job Satisfaction is the extent of pleasurable emotional feelings individuals have about their jobs overall, and is the extent of individuals' satisfaction with particular facets of their jobs, such as pay, working hours, and numerous other aspects of their jobs. The current study assesses JS based on the tool Minnesota satisfaction questionnaire (long form) developed by David J. Weiss, Rene V. Dawis, Gorge W. England and Lloyd H. Lofquist, (1967). This assesses JB under the following themes.

- Ability utilisation: Ability utilisation is the perception the participant has of the chance to use specific skills and abilities on the job.
- Achievement: Achievement refers to the satisfactory performance, feedback and results attained by the participant and how it influences and contributes to the job satisfaction of the participants.
- Advancement: Opportunity of advancement refers to the perception that the participant has of the likelihood of being promoted and how they take the chance to attain the achievement.
- Authority: Authority refers to how the participants that command in what they are doing how important and secure they feel about their contribution to their organisation. This is one of the domains that contributes to the job satisfaction of the participants
- Company politics and practices: This refers to the rules, regulations and policies set by the company for the benefits of its employees, and how it contributes to the job satisfaction of the participants.
- Compensations: Compensations refer to the actual salary of the participant.
- Co-workers: They are the other employees who work with the participant. The current study aims to study how they contribute in the job satisfaction of the participants.
- Independence: It refers to how independently the participants is allowed to make decisions and work and contribute to the company and how independent they perceive to be in making decisions and contributions for the company.
- Creativity: Creativity refers the original and innovative ideas that the participant comes up with that contributes to the company and one perceives they have the freedom to make creative decisions.
- Moral Values: Moral Values refer to being able to do things that don't go against the participant's conscience. This contributed to the job satisfaction of the participants.
- Recognition: Recognition refers to the participant being noticed for the work they do and appreciated for it and how being noticed contributes to their job satisfaction.

⁴ Hereby referred to as ROL

- Responsibility: Responsibility refers to the freedom of the participant to use their own judgment and take ownership in the work they do and how it contributes to the job satisfaction of the participants.
- Security: Security refers to the way the job provides for a steady employment and how secure the participants feel being an employee in the company and how it contributes the job satisfaction of the participants.
- Social service: It refers to the participant being encouraged to get a chance and opportunity to do things for other people either within or outside the organisation for a good cause.
- Social Behaviour: It refers to how the participant interacts and acts in a socially acceptable manner in informal gathering in organisations.
- Supervision- human relations: It refers to the way the supervisor of the handles his employees.
- Supervision – technical: It refers to the competence of the participant’s supervisor in making decisions related to the job and how they support their subordinates in learning and performing new skills.
- Variety: It refers to the participants to be able to do different things from time to time.
- Working conditions: Working conditions refers to the conditions in which the participant works, that is, how comfortable they are with the location of the workplace, timings of work schedule, their cabin / their desk at work.

2.5. Variables

2.5.1. Independent Variable

- Gender
 1. Men
 2. Women

2.5.2. Dependent Variable:

- Job satisfaction⁵

JS has been assessed under the following themes considered as Dependent variables

1. Ability utilisation⁶
2. Achievement⁷
3. Activity⁸
4. Advancement⁹
5. Authority¹⁰
6. Company politics and practices¹¹
7. Compensations¹²
8. Co-workers¹³
9. Creativity¹⁴
10. Independence¹⁵
11. Moral Values¹⁶
12. Recognition¹⁷
13. Responsibility¹⁸
14. Security¹⁹
15. Social Services²⁰
16. Social Behaviour²¹
17. Supervision- Human Relations²²

⁵ Hereby referred to as JS

⁶ Hereby referred to as AU

⁷ Hereby referred to as Ach

⁸ Hereby referred to as Act

⁹ Hereby referred to as Adv

¹⁰ Hereby referred to as Aut

¹¹ Hereby referred to as CPP

¹² Hereby referred to as Comp

¹³ Hereby referred to as CoW

¹⁴ Hereby referred to as Cre

¹⁵ Hereby referred to as Ind

¹⁶ Hereby referred to as MV

¹⁷ Hereby referred to as Rec

¹⁸ Hereby referred to as Res

¹⁹ Hereby referred to as Sec

²⁰ Hereby referred to as SS

²¹ Hereby referred to as SB

18. Supervision- Technical²³
19. Variety²⁴
20. Working Condition²⁵
21. General Job Satisfaction²⁶

2.5.3. Intervening Variables

1. Marriage- In the current study it is the nature of the marriage and for how long a participant is married. Employees who are married for minimum of one year were considered for the current study.
2. Children- Employees with children will have more responsibilities on the family side when compared to the ones without children and thus it is an intervening variable. It was to a large extent been controlled by considering employees with at least one child.
3. Position / Designation: The position an employee holds plays an important role in their job satisfaction. It was controlled by considering employees only in the Project manager Level
4. Location of residence : Only Employees residing in Bangalore city was considered

3. Research Design

The study utilises Quantitative Technique. The current research is comparative study, evaluating the Gender differences in Job Satisfaction experienced by employees working across Private and Public Sector.

The sample was collected in private and public sector organisations in Bangalore city.

3.1. Sample Selection

The current study utilises a purposive sampling technique. This section of the chapter is divided into two sections

- Selection of organisation and number of sample from each organisation
- Sample divided across gender and type of organisation

No. of Employees selected across gender	Companies selected for the current study					
	Company 1 (Private)		Company 2 (Private)		Company 3 (Public)	
	Men	Women	Men	Women	Men	Women
	5	7	16	7	18	17
Total	12		23		35	

Table 1: Showing the selection of organisation and number of sample from each organisation:

3.1.1. Inclusion Criteria

- Employees married for minimum of one year would be considered for the current study.
- Employees with minimum of five years of total work experience.
- Employees with at least two years of tenure in the current organization.
- Employees who are residing in Bangalore limits.
- Only those employees who volunteer to be a part of the study.
- Only employees who are in the managerial: Employees in the position of Project managers and Senior Project managers in HR and Software department.

3.1.2. Exclusion Criteria

- Employees who are married for less than one year.
- Employees who are not married.
- Employees who do not have tenure of minimum one year in the same organisation.
- Employees whose total work experience is less than five years.
- Employees who are not residing in Bangalore or who live in the rural outskirts of Bangalore.
- Employees who do not wish to volunteer to be a part of the current study.

²² Hereby referred to as S-HR

²³ Hereby referred to as S-Tech

²⁴ Hereby referred to as Var

²⁵ Hereby referred to as WC

²⁶ Hereby referred to as GJS

3.1.3. Assessment Tools

⇒ Demographic Details: (APPENDIX C)

A researcher developed checklist was designed which consisted of demographic details of the participants. It consisted of the details like, name, age, length of marriage, tenure, their total experience, type of organisation the participants are working in, whether their spouses are working and the type of organisation their spouses are working in.

⇒ Minnesota satisfaction questionnaire (long form), David J. Weiss, Rene V. Dawis, Gorge W. England and Lloyd H. Lofquist, (1967) (APPENDIX E)

Minnesota satisfaction questionnaire (long form) is a 100 item questionnaire measuring the job satisfaction in employees. This tool measures 21 facets of job satisfaction including the overall job satisfaction of the employees. The other twenty areas of JS measured in this questionnaire are; Ability utilisation, Achievement, Activity, Advancement, Authority, Company politics and practices, Compensations, Co-workers, Creativity, Independence, Moral Values, Recognition, Responsibility, Security, Social Services, Social behaviour, Supervision- Human Relations, Supervision- Technical, Variety, Working Condition.

Data on the internal consistency = reliability of the Minnesota Satisfaction Questionnaire is estimated by Hoyt's analysis of variance method. Accordingly, reliability coefficients for the MSQ scales ranged from a high of .97 on ability utilization and on working conditions to a low of .59 on variety. The median Hoyt reliability coefficients ranged from .93 for advancement and recognition to .78 for responsibility. In general, the MSQ scales have adequate internal consistency reliabilities.

This is a very old questionnaire which is being used even in the present day. The items in the assessment tool are very generic and are relevant and applicable even in the present scenario. They are not time specific items. The themes generated by the tool explore a vast range of areas of JS that are relevant and studied even today. It is a very exhaustive tool and delves into various sources that affect JS. This tool is still being utilised in the current trends of research in JS.

4. Results and Discussion

The title of the current study is "Gender Difference in Job Satisfaction of Employees Working in Private and Public Sector"

The Objectives of the current study were:

- i. To explore the level of Job Satisfaction reported by employees working in government and private sectors.
- ii. To study gender differences in the level of Job Satisfaction reported by employees.

The Hypothesis of the current study was:

There is gender difference in the level of Job Satisfaction reported by employees.

Job Satisfaction is the extent of emotional feelings individuals have about their overall satisfaction, and is the extent of an individual's satisfaction with particular facets of their job, such as pay, working hours and numerous other aspects of their jobs. The current study assesses JB based on the tool Minnesota satisfaction questionnaire (long form) developed by David J. Weiss, Rene V. Dawis, Gorge W. England and Lloyd H. Lofquist (1967).

4.1. Testing the Hypothesis

This section of the chapter discusses the results obtained to the hypotheses which was stated, 'There is gender difference in the level of Job Satisfaction reported by employees'

Current studies show that there are gender differences in job satisfaction. It has been studied that though women's role at work are lesser in position and pay, they have lesser complains of dissatisfaction at work. It has been studied that job satisfaction depends on the job characteristics, family responsibility and personal expectation.²⁷ A lot of studies state that women face greater work load stress, lower overall satisfaction. There is a significant gender difference seen in time management, organisational support, job pressures and pay and increment.²⁸ The employees' personality and attitude towards women and their growth in the company matter a lot in experiencing a higher job satisfaction as it will not make a difference in one's job satisfaction if being supervised by a woman.²⁹ As there have been so many studies and evidences from the literature that there is gender differences observed in the levels of job satisfaction among employees, directive hypothesis is assumed which states "There is a gender difference in the level of job satisfaction reported by employees"

²⁷ According to the study 'Gender Differences in Job Satisfaction: Why Aren't Women More Dissatisfied?' Hodson R (1989)

²⁸ As found in the study "Gender difference regarding job satisfaction and turnover intentions among private university teaching staff", Sharma S and Parulshrawat (2014)

²⁹ As found in the study "Job satisfaction and perceived gender equity in advanced promotion opportunities: An empirical investigation" Semjina A and Susan J (2013)

Areas of Job Satisfaction	Gender	Mean	Std. Deviation	t value	Sig
AU	Men	17.0513	4.17983	.131	.896
	Women	16.9355	2.90901		
Ach	Men	17.7436	3.95845	.955	.617
	Women	17.2903	3.45633		
Act	Men	17.7949	4.00118	.490	.625
	Women	17.3548	3.35210		
Adv	Men	17.8462	3.76646	.612	.543
	Women	17.3226	3.26993		
Aut	Men	17.2308	3.85570	.032	.974
	Women	17.2581	2.97733		
CPP	Men	17.8462	8.41533	-.583	.562
	Women	19.2903	12.27244		
Comp	Men	17.0000	3.78362	1.002	.320
	Women	16.0968	3.70004		
CoW	Men	17.8462	3.86985	.913	.365
	Women	17.0323	3.48792		
Cre	Men	18.1026	3.34660	.547	.586
	Women	17.6774	3.08099		
Ind	Men	17.8205	3.66973	.653	.516
	Women	17.2581	3.46379		
MV	Men	18.1538	3.61676	.454	.652
	Women	17.7742	3.29353		
Rec	Men	17.8205	3.96612	.437	.664
	Women	17.4194	3.62192		
Res	Men	17.5897	4.10210	.629	.532
	Women	17.0000	3.62399		
Sec	Men	17.3077	3.99443	.494	.623
	Women	16.8710	3.22223		
SS	Men	18.3333	3.97580	.024	.981
	Women	18.3548	3.40145		
SB	Men	17.2564	3.70432	.614	.541
	Women	16.7419	3.18295		
S-HR	Men	17.0256	4.13259	.532	.596
	Women	16.5484	3.13941		
S-Tech	Men	17.3077	3.87403	.853	.397
	Women	16.5806	3.07435		
Var	Men	17.4359	3.83059	.018	.985
	Women	17.4194	3.56627		
WC	Men	18.2051	3.98800	1.060	.293
	Women	17.1935	3.93632		
GJS	Men	69.9744	14.51947	.673	.503
	Women	67.7419	12.77489		

Table 2: Showing the results of t-test between genders across the areas of Job Satisfaction.

As seen in the table 2, it is visibly seen that in the factor CPP, women have as whole scored more than men, which means that women are more satisfied with company policies and practices when compared to men. This might be the indicator of many companies these days having “women friendly work polices” to help them in managing work and life, although men now a days are into a lot more activities and there should be equal policies for men and women.³⁰ It is also seen in the table that men report a higher level of satisfaction in compensation. Despite having the same roles and efficiency, women are less satisfied with compensation and opportunity to grow in the organisation. This is due to the bias and attitude people carry about women being poor leaders and generally lesser qualified.³¹ It can also be seen in the table that men have reported more satisfaction in the area of Creativity, moral value, security, social behaviour, S-HR, S-Tech and working condition.

However, statistically there is no significant difference in the means of men and women in any of the area of job satisfaction. Hence the second hypothesis of the current study that stated, “There is gender difference in the level of job satisfaction reported by employees”, has been rejected. This might be due to the small sample size.

³⁰As discussed in “A really good husband: Work life balance, gender equity and social chances”, Cannel RW (2005)

³¹As discussed in “An empirical examination on the impact of gender on leadership style and employee job satisfaction”, Jackson AR, AL Albert, RL Snipes (2013)

5. Conclusions

The current study was titled, "".

The Hypotheses of the current study were:

- ⇒ There is gender difference in the level of Job Satisfaction reported by employees.

The analysis was done utilising descriptive statistics and inferential statistics. The inferential statistics used was independent sample t test.

- ⇒ Hypothesis stating "There is gender difference in the level of Job Satisfaction reported by employees" has been REJECTED

6. Limitations of the Study

The current study titled, "Gender Difference in Job Satisfaction of Employees Working in Private and Public Sector" has been conducted in various time constraints and limited resources. There have been various limitations that need to be kept in mind if the research is reproduced at a later date. Some of the limitations have been listed below:

- The sample size was small: Though the study was planned to be administered on a larger sample population, due to many back outs and time limits, the sample size of the current study is small. Due to the small sample size, only t-test could be used in the inferential statistics. The current study did not have enough sample to run through regression or conduct a discriminant analysis.
- The sample was scattered across a large range of age, tenure and work experience which would have made a difference in the analysis.
- The length of the questionnaire could be one of the limitations of the study as it could have caused fatigue in the participants: The questionnaire was very exhaustive and long with about 100 items. This may have caused fatigue in the employees while responding to the questionnaires.
- The employees may have given with socially desirable responses in the questionnaire despite being told to respond honestly. This could have affected the results and analysis of the current study.

7. Implications of the Study

The current study was titled 'Gender Difference in Job Satisfaction of Employees Working in Private and Public Sector'

- Various factors and areas of JS are explored in the current study which contributes to the current trends in understanding all the domains of work. This can give way to further research to understand more in deep all aspects job satisfaction
- The current study can be applied and practiced in industrial relations and employee counselling as it explores various domains of work. In many companies the HR teams are already working on policies that would assist the employees in coping with the different aspects of their job.
- Companies also take up projects employee relations and support where the HR team make efforts to listen out to the issues faced by the employees. The current study can contribute to these projects taken up by the company .

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