A comparative study of life satisfaction among professionals working in it sector in India and USA

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The present study was conducted on People working in IT sector in India and USA to study their Life Satisfaction. Purposeful sample of 60 people; 30 working in India and 30 working in USA in IT sector were screened out for the study. The data were analyzed using t-test. The difference between both the groups was significant. The results indicate professional of USA have higher level of life satisfaction compare to Professionals of India.

Keywords: life satisfaction, indians, americans

Sherridan Hughes says, “No working environment is pressure free and jobs in IT are no exception. How you adapt to changing circumstances is key to your ability to handle potentially stressful situations in a more positive way.”

Life satisfaction is the way a person perceives how his or her life has been and how they feel about where it is going in the future. It is a measure of well-being and may be assessed in terms of mood, satisfaction with relations with others and with achieved goals, self-concepts, and self-perceived ability to cope with daily life. It is having a favorable attitude of one’s life as a whole rather than their current feelings. Life satisfaction has been measured in relation to economic standing, amount of education, experiences, and the people’s residence as well as many other topics. It has been suggested that there are several factors that contribute towards our happiness. This is an ‘equation for happiness’ suggested by Martin Seligman, an American based psychologist: Martin Seligman, Ph.D., a professor of psychology at the University of Pennsylvania, uses a formula for happiness that encompasses the factors that go into general happiness. The formula is H = S + C + V. In this formula: H = Happiness S = Set range (genetics: about 50%) C = Circumstances (8-15%) V = Voluntary Control (past, present, future)

Life satisfaction is a more complex concept than the attainment of goals or the feeling good about oneself. Neugarten, Havighurst, and Tobin’s theoretical framework provided an operational definition of the latent variable of life satisfaction which consists of the five following variables.

The five factors of life satisfaction

Zest vs. apathy relates to an enthusiasm of response to life in general and was not related to any specific type of activity, such as social or intellectual engagements. A subject who was enthusiastic about sitting home reading was scored as high as an energetic person was positively related to zest. Physical energy as well as intellectual energy and other highly involved pursuits contributed to a high score (Neugarten et al., 1961).

Resolution and fortitude measures the respondents’ active acceptance of personal responsibility for their lives rather than passively accepting or condoning what has happened to them. Erikson’s integrity is similar in conceptualization and relates to the meaningfulness of life and the lack of fear of death (Neugarten et al., 1961).

Congruence between desired and achieved goals measures the relative difference between desired and achieved goals caused one to be satisfied or dissatisfied with life in this rating (Neugarten et al., 1961).

Self-concept is based on one’s present emotional, physical, and intellectual dimensions. Persons who do not feel old but are concerned with their appearance and judge themselves to be wise and competent tend to rate themselves higher on this factor. Past successful living may contribute to this component but only indirectly.

Mood tone the final factor, mood tone, relates to optimism and happiness and other positive affective responses. Depression, sadness loneliness, irritability, and pessimism are feelings that would result in very low scores. Assessing life satisfaction is more complex than just measuring happiness but happiness with the present life state is an important contributor (Neugarten et al., 1961).

Life Satisfaction is “an operational definition of ‘successful aging’” (Neugarten et al., 1961).

The degree to which an individual experiences general contentment with one’s life is called Satisfaction with Life (Diener et al. 1985). Working life accounts for a major portion of one’s time and period of life. Studies in work family domains have found that a mix of work, marital and parental responsibility lead to greater satisfaction with life. It has been found that general life satisfaction is more connected with work to family conflict than family to work conflict (Kossek & Ozeki 1998). Spillover effects happen when an individual is unable to carry out responsibilities in one domain because of extra involvement in another domain. Negative spillover between work and family domains affects negatively with satisfaction with life whereas positive spillover is associated positively with satisfaction with life (Sumer & Knight, 2001). Personality factors (Yamazaki & Kayes, 2004) and spouse support factors can also impact satisfaction with life. With regard to life satisfaction, fairly robust scales are available (Diener et al., 1985; Pavot & Diener, 1993).

Cross-cultural settings are a useful bed to test determinants of satisfaction with life because they consider a broader framework. Culture plays a significant role in shaping a nation and also has its impact on various policies affecting business (Vanhonacker & Pan, 1997). Culture has been defined as “the collective programming of the mind which distinguishes the members of one human group from
another” (Hofstede 1980). From the point of view of Multinational companies, culture is an important factor because of different regulations of business operations and the business environment in general. Many companies still do not provide cross cultural training to their managers, either due to cost implications or because of lack of belief in cross-cultural training. Hofstede (1980) as well as Trompenaars and Hampden-Turner (1997) outlined the differences among nations from a cultural perspective, indicating composite mix of factors and most of the research in this field rely heavily on their indicators.

Trompenaars and Hampden-Turner (1997) defined Culture as “the way in which a group of people solve problems and reconcile dilemmas”. Culture includes “shared motives, values, beliefs, identities, and interpretations or meanings of significant events that result from common experiences of members of collectives and are transmitted across age generations” (House, et al. 2004). Comparison of values among different nations, as indicated by Hofstede (1980) not only gained popularity among the corporate world but also opened new area of research in the field of International Business.

Gupta, Dasgupta and Chakrabarty (2014) cultural studies on satisfaction with life is an area with numerous constructs and perspectives. Our context is European expatriate working in India. The objectives of the study arc:- (a) to understand the determinants of satisfaction with life in the cross-cultural setting of European expatriates working in India (b) to understand interrelationships of the variables from a broader qualitative perspective. We used robust and pretested scales. Structural equation modeling was done and the coefficients were estimated. The study finds that personality and spouse support constructs were insignificant in the context. However work life conflict remained significant in the empirical analysis.

Work impacts family in more ways than vice versa. The study is valuable for human resource policy makers in designing cross cultural strategy and procedures. The originality of the study is in finding the insignificance of personality and spouse support in the context which implies that some areas of cross cultural research need re-evaluation in particular contexts.

Rathi, R. (2012) examined distinct socio economic factors, level of life satisfaction and the factors associated with the life satisfaction of elderly in Japan and India, two nations with vastly diverse cultures. This study provides substantial empirical information with respect to the socioeconomic condition and the level of life satisfaction of elderly in the two countries. The findings revealed the better socioeconomic status of Japanese elderly compared to the Indians. However, the level of life satisfaction was higher among the Indian elderly than their Japanese counterpart.

Feng Tian (2008) used Asia Barometer survey data, to describe life satisfaction in Eastern Asian countries. By comparing the life satisfaction of the Eastern Asian countries and non-Eastern Asian countries, it was concluded that Confucian culture has important impact on the factors of life satisfaction and was found that Chinese's life satisfaction is lower than Japanese's life satisfaction.

Sy, Tram and Hara (2006) examined the relationships among employees' emotional intelligence, their manager's emotional intelligence, employees' job satisfaction and performance for 187 employees from nine different locations of the same multinational companies. They found that employee's emotional intelligence was positively associated with job satisfaction and performance. In addition, manager's emotional intelligence had a more positive correlation with job satisfaction for employees with low emotional intelligence than for those with high emotional intelligence. These findings remain significant after controlling for personality factors. A similar pattern was found for job performance; however, the effect did not meet traditional standards of significance.

Peter Gundelach and Savendkreiner (2004) analyzed happiness and life satisfaction in nine rich, industrialized countries with different levels of perceived happiness. Results revealed that life satisfaction was related to the respondent's feeling of control and his or her country of residence. In an aggregated analysis, the country specific variables were analyzed showing that social capital was the most important predictor of happiness.

**Objective of the study**
- To analyze and compare the Life Satisfaction among people working in IT sector in India and USA.

**Hypothesis of the study**
- There is no significant difference in Life satisfaction of people working in IT sector in India and USA.

The Indian society and family is going through a transition period. The rapid economic change in our society is bringing stress especially on nuclear families as both husband and wives are entering in work aura. Whereas, it is not new for USA society as their work culture is like this since ages. The present work is an attempt to bring awareness and make such programmes, so that the life satisfaction maybe increased within the family. The joint efforts of psychologists, counsellors and sociologists of our society are needed to achieve this target.

**Method**
It is a comparative study to test the difference of Life satisfaction among people working in IT sector in India and USA.

The I.V. is Professionals from IT sector of India and USA. The D.V. is Life Satisfaction.

**Participants**
In the present work the universe of the study is the IT professionals from Delhi NCR and of USA from Danbury, Connecticut. The sample consisted of 60 subjects, ranging from age 25 to 40 years from all SES. They all were graduates. Among which there were 30 working in India and 30 working in USA. Purposive sampling technique was used to select the sample.

**Instruments**
The following instrument is administered to the subjects in the present study.

**Life Satisfaction Scale:** By Promila Singh & George Joseph. It is used to assess the Life Satisfaction. The Scale consists of 35 items to be responded on five point rating scale Always, Often, Sometimes, seldom and Never (5,4,3,2 & 1). The test retest reliability computed after a lapse of 8 weeks turned out to be 0.91. To determine validity of the Life Satisfaction Scale coefficients of correlation between the scores of the present scale and Life Satisfaction Scale of Alam and Singh (1971) was computed. The coefficient of correlation was found to be 0.83. The scale also possesses face and content validity since each item was judged by experts.
other things that a developed country has. This also lays direct
as to India having people with high Intelligence level but it lacks in
Stress-free environment both at work & home, etc. There is no doubt
satisfaction of poorer nation whereas home life satisfaction was more
financial satisfaction was more strongly associated to life
work in IT sector. The professionals from IT sector of India and USA ... satisfaction as compare to professionals of India.

Results and Discussion
To analyze the collected data Mean and S.D. Scores were obtained
and t-test was applied.

Table II: Mean, S.D Value and t-Value of Life Satisfaction

<table>
<thead>
<tr>
<th>Professionals</th>
<th>Mean</th>
<th>S.D</th>
<th>T-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>INDIA</td>
<td>133.4</td>
<td>18.99</td>
<td>9.06</td>
</tr>
<tr>
<td>USA</td>
<td>142.53</td>
<td>11.46</td>
<td></td>
</tr>
</tbody>
</table>

The obtained values on scale of Life satisfaction by the subjects
are represented in Table I for people working in IT sector on India and
USA. The Mean, S.D value and t-value obtained, to see the
significant difference in Life satisfaction of Indians and Americans,
are represented in Table II.

The results show that the difference is highly significant at .01 level, which reveals that professionals of USA working in IT
sector have higher life satisfaction then professionals of India
working in IT sector.

Some of the reasons behind this are; firstly the work culture &
environment of USA in comparison to India is different i.e. the
working hours & the salaries given to employees are better as compare to India and also the other relaxations like work from home
facility is used in a proper way whereas in India it is found to be
misused at times. Oishi, Diener and Subh (2009) tested the cross-
culture differences in predictors of life satisfaction and found that
financial satisfaction was more strongly associated to life satisfaction of poorer nation whereas home life satisfaction was more
strongly associated to wealthy nations.

Secondly, USA being developed country has better infrastructure
and living conditions like electricity & water supply, cleanliness,
Stress-free environment both at work & home, etc. There is no doubt as to India having people with high Intelligence level but it lacks in
other things that a developed country has. This also lays direct
impact on life satisfaction of people. Whereas, Indian economy has
started gaining momentum with huge inward foreign direct investment and it stands to accelerate in the coming future (Bloom 2011).
Despite being a lucrative prospect, India has been rated as one of
the most challenging countries for international assignment, for
reasons including cultural, family adaptation and quality of life
(Brookfield, 2013). Difficulties in the host nations such as India,
may include, but are not limited to, spouse job limitation, quality
schooling for children, high rent of residential apartments,
vulnerable traveling conditions etc. which could affect expatriate and family adjustment.

It can be concluded that Professionals of USA have higher life
satisfaction as compare to professionals of India.

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Gender and Trust in Manager as Correlates of Cross-Cultural Adjustment Among Employees

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Abstract

The present paper is aimed to investigate the trust and gender as linked to employees’ cross-cultural adjustment. Because we see in this modern world of work the ambition of human grows many challenges before him. It’s true that almost all the positive and negative factors related to work however meet to the ground of adjustment. In this study the effect of gender and employees’ trust in their manager has been investigated on the employees’ adjustment when they go out for business purpose. A total sample of 40 (20 male and 20 female) have been taken to meet the objectives of the study. Non-parametric statistics such as median, Mann-Whitney U-test and Spearman’s rank difference method of correlation have been used.

Result indicates that employees’ trust in their manager tend to have a significant effect on their cross-cultural adjustment. Gender also has been found to play a significant role in employees’ adjustment but only being mediated by trust. A significant correlation has been found between trust and cross-cultural adjustment.

Keywords: Cross-cultural adjustment, Trust, Employee.

Reference to this paper should be made as follows:

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http://anubooks.com/?page_id=285
Introduction

The dawn of new modern world of global economization and occupation raise a number of challenges as well as opened the door of new opportunities of progress and success. In a survey it was found that in 2008–09 two hundred and forty three multinational companies employed over 94000, in comparison of the year of 2005-06 when around 50,000 employees were introduced in the role of expatriation (www.globalnews.com/story.asp?sid=1149). In many ways the success of companies’ international business activities depends on employees. The ability to function in the new environment, ability to cooperate with locals and applying their competences and knowledge to perform well and to cope with uncertainty are the key factors of employees.

Cross-cultural Adjustment

Cross-cultural adjustment can be defined as the psychological comfort an employee has with the various aspects of a host culture (Black & Stephens, 1989; Gregersen & Black, 1990). Three specific areas of Cross-cultural adjustment can be distinguished as: (1) general environment which is related to the degree of comfort with general living conditions, such as climate, health facilities, and food, (2) interaction with host country nationals, and (3) work related to performance standards, job, and supervisory responsibilities (Black & Stephens, 1989). Cross-cultural adjustment has been suggested as a crucial determinant of employee success in their international assignments. Finding demonstrates the role of Cross-cultural adjustment in form of effects like strain (Hechanova, Bee & Cistiansen, 2003), job satisfaction (Takeuchi, Yun, & Tesluk, 2002), organizational commitment (Nauman, 1993, Shaffer & Harrison, 1998), job performance (Shay & Baack, 2006, Kim & Slocum, 2008), and premature return from assignment (Black & Stephens, 1989, Hechanova et al., 2003).

In the context of expatriation female employees are considered to be more successful on international assignments than male employees (Adler, 1987, Taylor & Napier, 1996) and this can be due to the tendency of women express emotions more than men (Wood, Rhodes, & Whelan, 1989), are more affectionate (Briton & Hall, 1995), and experience more intense joy and sadness (Fujita, Diener, & Sandvik, 1991). Furthermore, women were also found to respond more adaptively than men to stressors, more willing to seek help from others, and use emotion-focused strategies when appropriate (Deane, Wilson, & Ciarrochi, 2001).

In relation of adjustment-on-work, Selmer and Leung (2003) found that female employees are better in interaction than their male colleagues. Similarly, Haslberger (2010) showed that female employees have significantly higher levels of adjustment.
than men due to their superior social skills, which help them to learn faster and be more confident about establishing and maintaining relationships in the host environment.

Trust in Manager

It has been shown in studies that when employees feel that the organization provides them supportive working environment, employees feel to be more willing to give customers the best services. When the organization nurtures relationships with employees, the result can lead to a real improvement in services provision to customers (Schneider & Bowen 1995). When customers meet a satisfied and enthusiastic employee, their perceptions of the service are likely to reflect the positive encounter (Schneider, White & Paul 1998).

Evidence (Glade & Ivery 2003) has shown that trust in management and manager can serve as a partial mediator of the relationship between perceptions of organizational support and organizational commitment (Whitener 2001). Another study of Aryee, Budhwar and Chen (2002) founded that the relationships between procedural justice and employees’ attitudes toward their work was partially mediated by trust in the organization. It was demonstrated that trust in the employer also can play a crucial role in the psychological contact and the work outcomes of psychological withdrawal behavior as well as turnover intentions (Lo & Aryee 2003).

OBJECTIVES

1. To test the significance of relationship between ‘trust in managers’ and cross-culture adjustment.
2. To test the significance of difference between high and low scorer on trust with respect to cross-cultural adjustment.
3. To test the significance of gender difference with respect to cross-cultural adjustment.
4. To test the significance of difference between male and female employees scoring high on trust with respect to cross-cultural adjustment.
5. To test the significance of difference between male and female employees scoring low on trust with respect to cross-cultural adjustment.

HYPOTHESES

1. There is no significant relationship between ‘trust in managers’ and cross-culture adjustment.
2. There is no significant difference between high and low scorer on trust with respect to cross-cultural adjustment.
3. There is no significant difference between male and female employees with respect to cross-cultural adjustment.
4. There is no significant difference between male and female employees scoring high on trust with respect to cross-cultural adjustment.
5. There is no significant difference between male and female employees scoring low on trust with respect to cross-cultural adjustment.

**VARIABLES**

**Independent Variables**
1. Trust
2. Gender

**Dependent Variable**
1. Cross-culture adjustment

**METHOD**

**Design:** To attain the objectives of the present study an Ex-post-facto correlational design has been adopted.

**Sample:** A total of 40 (20 male and 20 female) employees working in culture which different from their own, have been selected for the study, by using purposive sampling procedure.

**Statistical technique:** Data was analyzed with the help of nonparametric statistics such as median, spearman’s rank difference correlation method, and Mann-Whitney U-test.

**Tools for Data Collection**

1. **Cross-Culture Adjustment Scale:** measured with 14-item, self-reported Employee Adjustment Scale adopted from Black and Stephens (1989). Seven items assessed general adjustment (e.g. housing, food, and shopping); four items assessed interactions adjustment (e.g. socializing with people from the host culture); and three items assessed work adjustment (e.g. job responsibilities and performance standards/expectations). Respondents asked to use a seven-point Likert-type scale to indicate the extent to which each item indicates their adjustment to various living and working conditions in Malaysia. Response choice alternatives ranged from 1 (very unadjusted) to 7 (completely adjusted). Cronbach’s alphas for general adjustment, interactions adjustment, and work adjustment were 0.91, 0.82, and 0.86 respectively (Black & Stephens, 1989).

2. **Tzafrir and Dolan’s Trust Scale:** In the current study, which was undertaken in the organizational setting, an attempt was carried out to find a scale of trust which takes into consideration the employees as well as the exact context where trust
happens. Therefore, in order to measure trust a 16 item instrument, developed and validated by Tzafrir and Dolan (2004).

**ORGANIZATION AND ANALYSIS OF DATA**

As to find the answer of first question of testing the significance between adjustment and trust Spearman’s rho method was applied to analyze the data. Following table shows the result.

**Table 1: Showing Correlation between Trust and Cross-culture Adjustment**

<table>
<thead>
<tr>
<th></th>
<th>ADJUSTMENT</th>
<th>TRUST</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADJUSTMENT</td>
<td>Correlation Coefficient</td>
<td>1.000</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>40</td>
</tr>
<tr>
<td>TRUST</td>
<td>Correlation Coefficient</td>
<td>1.000</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>40</td>
</tr>
</tbody>
</table>

Obtained result indicates that there is significant positive correlation (.50, significant at .01 level) between employees’ cross-culture adjustment and trust in manager. It means as the level of trust in manager increases employees tend to so better adjustment while working in other country. It can be asserted that trust in manager is a significant correlate of adjustment in employees.

This finding is supported by the answer obtained in favor of second objective which was formulated to test the significance of difference between high and low scoring employees on trust with respect to adjustment scores. For this, Mann-Whitney U-test was applied. Descriptive statistics has been shown in table no. 2 as well as table no. 3 is to show the U-value high scorer and low scorer on trust with respect to adjustment.

**Table 2: Showing Descriptive Statistics for High scorer and Low Scorer on Trust with respect to Adjustment**

<table>
<thead>
<tr>
<th></th>
<th>TRUST</th>
<th>N</th>
<th>Mean Rank</th>
<th>Sum of Ranks</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADJUSTMENT</td>
<td>HIGH TRUST</td>
<td>20</td>
<td>26.72</td>
<td>534.50</td>
</tr>
<tr>
<td></td>
<td>LOW TRUST</td>
<td>20</td>
<td>14.28</td>
<td>285.50</td>
</tr>
</tbody>
</table>
Table 3: Showing U-value between High scorer and Low Scorer on Trust with respect to Adjustment

<table>
<thead>
<tr>
<th></th>
<th>ADJUSTMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mann-Whitney U</td>
<td>75.50</td>
</tr>
<tr>
<td>Asymp. Sig. (2-tailed)</td>
<td>.001</td>
</tr>
</tbody>
</table>

Table 3 shows the U-value-75.50 between high scorer and low scorer with respect to adjustment, which is significant at .01 level. It means that the employees having high trust tend to differ significantly to those with low trust in their managers. And with the following graph it becomes clear that employees with high trust tend to show better adjustment in comparison of those with low trust.

Table 4: Showing Descriptive Statistics for Male and Female Employees on Adjustment

<table>
<thead>
<tr>
<th>GENDER</th>
<th>N</th>
<th>Mean Rank</th>
<th>Sum of Ranks</th>
</tr>
</thead>
<tbody>
<tr>
<td>MALE</td>
<td>20</td>
<td>20.05</td>
<td>401.00</td>
</tr>
<tr>
<td>FEMALE</td>
<td>20</td>
<td>20.95</td>
<td>419.00</td>
</tr>
</tbody>
</table>

Further gender difference was put to test with respect to adjustment among employees. Table no. 4 indicates that almost equal ranks on scores of adjustment were obtained by male and female employees.

Table 5: Showing U-value between Male and Female Employees on Adjustment

<table>
<thead>
<tr>
<th></th>
<th>ADJUSTMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mann-Whitney U</td>
<td>191.00</td>
</tr>
<tr>
<td>Asymp. Sig. (2-tailed)</td>
<td>.808</td>
</tr>
</tbody>
</table>
In above table no. 5, U-value between male and female employees on adjustment is 191.00, which is not significant at any level. It can be said with these results that gender does not play any significant role in adjustment of employees. On this basis null hypothesis is accepted.

Further gender difference has been tested in the light of high trust. By observing table no. 6, it can be said that there is difference between ranks of male and female with high trust on levels of adjustment.

Table 6: Showing Descriptive Statistics for Male and Female Employees v
High Trust on Adjustment

<table>
<thead>
<tr>
<th>GENDER</th>
<th>N</th>
<th>Mean Rank</th>
<th>Sum of Ranks</th>
</tr>
</thead>
<tbody>
<tr>
<td>MALE</td>
<td>10</td>
<td>7.55</td>
<td>75.50</td>
</tr>
<tr>
<td>FEMALE</td>
<td>10</td>
<td>13.45</td>
<td>134.50</td>
</tr>
</tbody>
</table>

Table 7: Showing U-value between Male and Female Employees with
High Trust on Adjustment

<table>
<thead>
<tr>
<th>ADJUSTMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mann-Whitney U</td>
</tr>
<tr>
<td>Asymp. Sig. (2-tailed)</td>
</tr>
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</table>

U-value between male and female employees with high trust on adjustment as shown in table no. 7, is 20.50, which is significant at .05 level. Gender can be accepted as to influence the adjustment among employees where high trust remains as a mediating factor. In other words it can be said that when level of trust is high female employees tend to show better adjustment in comparison of male employees.

This picture changes as level of trust comes down. Table no. 8 and 9 shows the changed picture.

Table 8: Showing Descriptive Statistics for Male and Female with
Low Trust on Adjustment

<table>
<thead>
<tr>
<th>GENDER</th>
<th>N</th>
<th>Mean Rank</th>
<th>Sum of Ranks</th>
</tr>
</thead>
<tbody>
<tr>
<td>MALE</td>
<td>10</td>
<td>13.20</td>
<td>132.00</td>
</tr>
<tr>
<td>FEMALE</td>
<td>10</td>
<td>7.80</td>
<td>78.00</td>
</tr>
</tbody>
</table>

Table 9: Showing U-value between Male and Female with
Low Trust on Adjustment

<table>
<thead>
<tr>
<th>ADJUSTMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mann-Whitney U</td>
</tr>
<tr>
<td>Asymp. Sig. (2-tailed)</td>
</tr>
</tbody>
</table>
Gender and Trust in Manager as Correlates of Cross-Cultural Adjustment Among Employees

Shivanshi Atreya, Dr. Ravindra Kumar

By observing table no. 8 male employees can be seen with higher rank with respect to adjustment. And U-value demonstrates this difference of rank as a significant difference between male and female employees with respect to adjustment. In this way the final hypothesis is proved to be wrong and thus rejected.

This relationship between gender and adjustment mediated by can be understood by having a glance on following graphical representation.

Conclusion

Present study was conducted to find the relationship among trust, gender and adjustment. On the basis of analyzed data it can be said that trust plays a significant role in determination of employees’ cross-culture adjustment. When employees have high trust in their manager while working on assignment in foreign country or in any different culture, they tend to show better adjustment. Low trust can lead to the poor adjustment. This result can be said consistent with the findings of study of Glade & Ivery (2003), Whitener (2001), Aryee, Budhwar and Chen (2002), Lo & Aryee (2003) either direct or indirect way. In the present study it has been found that as the trust mediate male employees’ adjustment significantly differ to that of female employees. The findings of Haslberger (2010) which concluded that female employees have significantly higher levels of adjustment than men are congruent to our findings only in the condition of high trust in manager. Because our findings shows that as the level of trust decreases level of adjustment becomes much worse in female employees.

Limitation

There are following limitations of the study:
1. Study can be re-conducted with larger sample.
2. To understand the cross-cultural adjustment subjects from other countries also should be included.
3. Data can be collected suitable to parametric statistics.
4. Some other variables related to work environment and personality of employees and managers should be considered to refine the findings.

Implications

Adjustment has been considered to be an important factor for mental health in every sector of work as well as in non-working life. The result of the study can be useful to understand the ways of enhancing adjustment and consequently capability and productivity. Plans and strategies on the level of management can be improved in the light of research findings, as we see the role of gender in the light of trust in connection of adjustment.

References

Gender and Trust in Manager as Correlates of Cross-Cultural Adjustment Among Employees

Shivanshi Atreya, Dr. Ravindra Kumar


Marital Adjustment among Teachers and Homemakers

Shivanshi Atreya* and Kumkum Pareek**

The present study was conducted on female teacher and homemakers to see their Marital adjustment. A purposive sample of 100 females; 50 teachers working in private school and 50 homemakers of a residential area from Ghaziabad district was screened out for the study. The data were analyzed using t-test. The difference between both the groups was significant. The results indicate that female teachers have Very Good marital adjustment whereas homemakers have Good marital adjustment.

Key Words: Marital adjustment, Teachers, Homemakers.

Marriage (also called matrimony or wedlock) is a socially or ritually recognized union or legal contract between spouses that establishes rights and obligations between them and their children, and between them and their in-laws. The definition of marriage varies according to different cultures, but it is principally an institution in which interpersonal relationships, usually intimate and sexual, are acknowledged.

Marital Adjustment

"Shortly after 'tying the knot' the new couple will enter into marital adjustment where they will establish their place within the relationship found their feet in the new life."

Marital adjustment has long been a popular topic in studies of the family, probably because the concept is believed to be closely related to the stability of a given marriage. Well-adjusted marriages are expected to last for a long time, while poorly adjusted ones end in divorce. Simple as it seems, the notion of marital adjustment is difficult to conceptualize and difficult to measure through empirical research. On marital adjustment, the best that can be said may be that there is disagreement among scholars about the concept, the term, and its value.

The process during which partners in a marriage adapt and change to their new roles complementing each other acting as a team opposed to two separate units, it is also important to unify the following—interests and values, maintaining open line of communication and encouraging the expression of each other's communication.

The success in marriage is said to depend partly on finding the right person and partly on being the right person (Ruch, 1970). But the mere fact that two persons are suited to each other does not guarantee that they will make a successful marriage. They must learn to live together—to share, accommodate, compromise, adjust and plan together. One is required to develop a proper attitude, skill and temperament to be successful in marriage.

There are two major reasons for thinking that the neglect of the working wife families is unwarranted. In the first place, time constraints on the performance of household duties such as shopping, cooking, cleaning, and in particular on the time at which these tasks are performed in working wife families, suggest that different strategies are likely to be developed to cope with these problems. One hypothesis is that working wives will show greater interest than non-working wives in time-saving products and services such as take-out dinners, laundry services, and instant dusting spray (Management Review 1967).

Secondly, differences in attitudes among working and non-working wives towards female roles are likely to influence their behavior. The

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dual roles of the wife in her employment and in the home, imply that the degree of involvement in various "homemaker" roles such as "Chief Cook", "Mother", "Housekeeper", will differ from the non-working wife for whom such roles are the focal point of her existence. This does not necessarily imply rejection of homemaker roles by the working wife, but rather that she seeks other opportunities for self-fulfillment in activities outside the home. Consequently, the time and effort devoted to homemaker roles, as well as concepts of appropriate behavior in these roles, may differ from those of the non-working wife.

Teachers were defined as those who were working in a private school and were on payroll, while homemakers were those who remained in the house are not paid for their job.

Bumpass (1972) observed a relationship between years of schooling and marital adjustment among couples. The study concluded that for men there was a positive correlation between the number of years of schooling and marital happiness whereas most highly educated women are more likely to have been divorced than a lower educational level.

Gleen and Weaver (1978) conducted a study on education and marital happiness and found no correlation between number of years of education and marital happiness.

Quddus (1992) observed the adjustment of couples who live apart for professional reasons. The study concluded that the adjustment of couples is significantly related to the presence and absence of their partners.

Hashmi; M. Khurshid; Hassan (2007) conducted a study on 150 working and non-working married females and found that there is highly significant relationship between marital adjustment, stress and depression.

Maryam Pish-ghadam, Babo Allah Bakhshipour and Sedigheh Ebrahimi (2013) conducted a study on 300 employed and non-employed females and results showed that both employed and non-employed women exhibit no clear difference in their marital adjustment.

Rinku Rani (2013) conducted a study on 80 women (40 non-working women and their spouses and 40 working women teachers and their spouses). The result revealed that non-working wives face more marital adjustment problems in comparison to their partners. Secondly working women teachers faces marital adjustment problems in a greater degree to that of non-working women.

Objective
To analyze and compare the marital adjustment among teachers and homemakers.

Hypothesis
There is no significant difference in marital adjustment and homemakers.

The Indian society and family is going through a transition period. The rapid social change in our society is bringing stress especially on females as they are entering in work aura. The present work is an attempt to bring awareness and make such programmes, so that the adjustment may be increased within the family. The joint efforts of psychologists, counsellors, sociologists and legal bodies of our society are needed to achieve this target.

METHOD
It is a comparative study to test the difference of marital adjustment among teachers and homemakers. The I.V. is Homemakers and Teachers. The D.V. is marital adjustment.

Sample
In the present work the universe of the study is the Teachers of private schools and females from families of Delhi NCR. The sample consisted of 100 female subjects, ranging from age 25 to 35 years from all SES. They all were graduates. Among which there were 50 School
Teachers and 50 Homemakers. Purposive sampling technique was used to select the sample.

Tools used for data collection

The following instrument is administered to the subjects in the present study:

Marital Adjustment Questionnaire—By Pramod Kumar and Kanchana Rohatgi. It is used to assess the marital adjustment. The questionnaire consists 25 items to be responded with "Yes" or "No".

Procedure

The females from private school and residential area were selected in two groups, each group included 50 members. Group - 1, who were teaching in private schools and Group - 2, who were homemakers.

After selecting the subjects, a good rapport was established and necessary instructions were given to the subjects with the booklet of Marital Adjustment Questionnaire. After the completion of their responses, the females were thanked for their cooperation and the confidentiality of their response was assured to them. When the data collection was over the responses were coded, tabulated and put forth to statistical analysis.

RESULTS AND DISCUSSION

To analyze the collected data Mean and S.D. Scores were obtained and t-test was applied.

<table>
<thead>
<tr>
<th>Subjects</th>
<th>Mean</th>
<th>S.D.</th>
<th>t-value</th>
<th>Significant at 0.5 level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teachers</td>
<td>22.02</td>
<td>788.7</td>
<td>2.33</td>
<td></td>
</tr>
<tr>
<td>Homemakers</td>
<td>21.78</td>
<td>801.86</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

TABLE 2. Percentile and adjustment level of the Scores obtained

<table>
<thead>
<tr>
<th>Subjects</th>
<th>Mean</th>
<th>Percentile</th>
<th>Adjustment Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teacher</td>
<td>22.02</td>
<td>80</td>
<td>Very Good</td>
</tr>
<tr>
<td>Homemakers</td>
<td>21.78</td>
<td>75</td>
<td>Good</td>
</tr>
</tbody>
</table>

The obtained values on booklet of Marital Adjustment Questionnaire by the subjects are represented in Table 1 and Table 2 for Teachers and Homemakers. The Mean, S.D. value and t-value obtained, to see the significant difference in marital adjustment of teachers and homemakers are represented in Table 1.

Finally the percentile scores were obtained from the manual of Marital Adjustment Questionnaire and are represented in Table 2.

Both Teachers and Homemakers make their marital life balanced by taking care of their home and family members.

The results show that the difference is significant at .05 level. It means that teachers have better marital adjustment than homemakers. Some of the reasons behind this are: Firstly, teachers face many challenges outside home in their professional life which make them more adjusting and cooperative, Ruch (1970) rightly says One is required to develop a proper attitude, skill and temperament to be successful in marriage. Secondly, Now-a-days the marriage age of professional females is more as compare to homemakers, which makes them more mature and helps in developing a mature relationship;
Bumpass (1972) observed a relationship between years of schooling and marital adjustment among couples. Finally, as teachers spend their time at work so when they are at home they give their complete devotion to family.

Homemakers attain the same things for granted so show a little less marital adjustment than Teachers.

It can be concluded that teachers have better marital adjustment in comparison to homemakers.

REFERENCES


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