CHAPTER III

JOB SATISFACTION OF WOMEN EMPLOYEES –
A THEORETICAL FRAME WORK

3.1 Introduction

3.2 Features of Job Satisfaction

3.3 Importance of Job Satisfaction

3.4 Theories of Job Satisfaction

3.5 Determinants of Job Satisfaction

3.6 Potential consequences of Job Satisfaction

3.7 Women – An Overview

3.7.1 Introduction

3.7.2 Evolution of the Concept

3.7.3 Women in the Era of Globalization

3.7.4 Status of Women after the New Economic Policy

3.7.5 Entry of Women in IT and ITES Sector

3.7.6 Women – Multitaskers

3.7.7 Women – Balancers

3.7.8 Top 10 Occupations that employ the largest percentage of Women
3.8 Software Companies – An Overview

3.8.1 Introduction

3.8.2 Major and best Software Companies in Chennai City

3.8.3 Classification of software companies on the basis of their number of employees

3.8.4 Functions of software companies

3.9 Summary
3.1 Introduction

Job Satisfaction perhaps the major area where academicians are trying to define, identify and measure, the industrialists are seeking it and government is enthusiastically supporting it.

The term job satisfaction was brought to lime light by Hoppock (1935). He reviewed 32 studies on job satisfaction conducted prior to 1933 and observed that job satisfaction is a combination of psychological, physiological and environmental circumstances that cause a person to say, ‘I am satisfied with my job’ such description indicates the variety of variables that influence the satisfaction of the individual.

Perhaps, one way to define job satisfaction may be to say that it is the end state of feeling. It emphasizes the fact that the feeling is experienced after a task is accomplished or an activity has taken place whether it is highly individualistic effort of writing a book or a collective Endeavour of constructing a dam. These tasks or activities could be very minute or large. They may be easily observable or could just be experiment. But in all comes, they satisfy a certain need. The feeling could be positive or negative depending upon whether need is satisfied or not and could be a function of the efforts of the individual on one hand and on the other the situational opportunities available to them.

Satisfaction is an emotional response. The meaning of concepts can be discovered and grasped by a process of introspection, that is, an act of conceptual identification directed to one’s satisfaction in the job in which an individual is engaged for reward may be said as job satisfaction.\(^1\)

\(^1\)H.L.Kaila, Organisational behavior and Human resource Management Sultan chand and Son’s, New Delhi.2007. pp.148-153
Job satisfaction may be defined as a “pleasurable or positive emotional state resulting from the appraisal of one’s job or experience” (Velusamy 1983). The term includes the employees liking for his work, accepting the aspiration and pressures connected with the work and by performing the piece of work the employee earns his livelihood.

Account to Gilmer (1966) “Being satisfied with a job means more than just not being discontented”.

Harrel (1958) says “Job satisfaction is derived from and is caused by many interrelated factors, although these factors can never be completely isolated from one another for analysis – they can by the use of statistical techniques be separated enough to give an indication of their relative importance to job satisfaction.

Job satisfaction as Hansen (1967) believes “results from the interaction between the worker and his job satisfactions. The worker possesses values and needs that may or may not be fulfilled by the job activities. The degree to which employee his needs are met, determines the level of his job satisfaction”. Here Hansen believes that need satisfaction is the primary condition of job satisfaction.

Locke (1969) has proposed that “job satisfaction is the pleasurable emotional state resulting from the appraisal of one’s job values. Job satisfaction and dissatisfaction are a function of the perceived relationship between what one wants from one’s job and what one perceives it as offering or entailing”.

Sinha and Agarwal (1971) find job satisfaction to be a persistent effective state which has arisen in the individual as a function of the perceived characteristics of his job in relation to his frame of reference.

Laying stress on the ‘needs’ like Hansen (1967), Sinha (1972) holds that Job satisfaction covers both, satisfaction derived from being engaged in a piece of
work or in any pursuit of a higher order. It is essentially related to human needs and their fulfillment through work. In fact, job satisfaction is generated by individuals' perception of how well his job on the whole is satisfying his various needs.

Brown et.al. (1972) defined job satisfaction as 'the favourable feeling or psychological condition of a person towards his job situation.

Maslow's hierarchy of needs points out whatever be one's achievements, the highest need is for self realization. Whether in the field of education, work at home or outside one feels satisfied only when one realizes one's potential. Hence educated women have a sense of greater fulfillment when they are able to use their education well. Job satisfaction entails the use of one's potential as well as maintenance of physical and mental health. To provide job satisfaction the environment in which one works needs to be stimulating, encouraging and conducive.

Job satisfaction is the favourableness or unfavourableness with which employees view their work. It expresses the amount of agreement, one's expectation of the job and the reward that the job provides.

Varshney and Blum (2002) expressed that job satisfaction is a general term which a worker possesses as a result of many specific attitudes namely specific job factors, individual adjustment and group relationship outside the job.

Marvey (2004) states that satisfaction means the simple feeling that campaigning attainment of any goal, the end state in feeling the attainment by an impulse of its objective and satisfied means any stimulus situation or experience, which meets a need or represent a goal.²

To conclude from the above definitions, job satisfaction is a motivation factor as well as an integration factor. High job satisfaction contributes to organizational commitment, job involvement, better physical and mental health and quality life to the employees. On the other hand, job dissatisfaction leads to absenteeism, labour turnover and labour problems and a negative organizational climate.

3.2 Features of job satisfaction

Job satisfaction is an integral component of organizational health. It means reduced tension and conflict, less absenteeism and turn over. It was an important element in managerial effectiveness. But it cannot be easily defined. It is an intangible, unseen and unobserved variable. It is a complex assemblage of cognitions and emotional feelings and such behavioural tendencies. In general, an employee is happy when he is satisfied with his job.

The following are the features of job satisfaction.

- Job satisfaction is a mental condition. So, it can only be inferred.
- It is a compound of emotions, beliefs, sentiments, evaluation and other allied behavioural tendencies.
- It is a relative feeling. In other words, it is based on the relationship between what one expects and what one actually gets.
- In the organizational setting, it is also relative in another sense. It has a comparative aspect. For instance, an employee may be ordinarily satisfied with the conditions of the job. But, once he finds that his satisfaction begins to decline may in a short time turn into dissatisfaction.
- Sometimes, job satisfaction can be taken as an overall feeling about the situation in entirely, i.e., satisfaction with only some facets of the job.
such as absence of physical hazards, element of creativity and retirement benefits.

Dissatisfaction with one’s job seems to have an especially volatile spill over effects. It is a symptom of deteriorating conditions in an organization. It creates wildcat strikes, slowdowns and absenteeism. It may also be a part of grievances, disciplinary problems and other organizational difficulties. Hence, management has discovered that there is greater production and greater profit when workers are satisfied with their job.

3.3 Importance of job satisfaction

The importance of job satisfaction is not only for its possible association with performance, absenteeism, turnover and accidents. There is a little dispute regarding its relation with mental health of human beings. It is generally agreed that poor job satisfaction creates anxiety, headache and depression from loss of appetite to psychosomatic states.

On the whole, it is true that a high level of job satisfaction produces distinctive records in the organization and the effects of job satisfaction are

- Willing co-operation among workers towards organizational objectives.
- Reduced labour turnover, waste and labour strike.
- Increased efficiency.
- Inverse relationship between job satisfaction and grievances.
- Loyalty to the organization.
- Good discipline or the voluntary conformance to rules, regulations and orders.
- Strong organized stamina or the ability of the organization to take it during time of difficulty.
- High degree of employee interest in job and the organization.
• Reasonable display of employee initiative and
• Pride in the organization.

Hence, job satisfaction is of great importance for the individuals, the organizations that employ them and the society as a whole.³

3.4 Theories of job satisfaction

There are many theories or models of job satisfaction. Each of them takes into account one or more of the main determinants of job satisfaction and specifies, in more detail, exactly what causes one worker to be satisfied with a job and another worker to be dissatisfied. The most influential theories like, Fulfillment Theory, Discrepancy Theory, Two factor Theory, Equity discrepancy Theory, Facet Model, The Steady-state Theory of job satisfaction. These different theoretical approaches to job satisfaction are complementary. Each helps us to understand various aspects of job satisfaction. Each theory highlights factors that managers need to consider when trying to understanding the satisfaction levels of their subordinates. Each theory also describes important issues that manager’s face when trying to change the work situation to increase job satisfaction.

There are vital differences among experts about job satisfaction. The theoretical approaches of job satisfaction are

- Fulfillment Theory
- Discrepancy Theory
- Equity Discrepancy Theory
- Two factor Theory
- Maslow’s Theory
- Facet Model
- The Steady-state Theory

**Fulfillment theory**

Fulfillment theories view satisfaction in terms of outcomes (reward) a person receives or the extent to which a person’s needs are satisfied. Schaffer (1960) expressed that “Job Satisfaction will vary directly with the extent to which those needs of an individual which can be satisfied are actually satisfied”.

Victor H.Vroom (1961) also analysed satisfaction in terms of the positively views outcomes. Job satisfaction is a function of not only what a person receives but also what he feels he should receive and or wants to receive.

Morse (1962) also thinks that satisfaction is not merely a function of how much a person received from his job or environmental return in order to predict satisfaction accurately. This variable was the strength of the individual’s desire, or his level of aspiration in a particular area.
This theory paid its attention on stimuli such as recognition, responsibilities, status and advancement, which are believed to lead job satisfaction. In this theory, motivation is the central factor in job satisfaction.

**Discrepancy Theory**

This theory argues that satisfaction is the function of what a person actually receives from his job and what he thinks he should receive or what he expects to receive. When actually received satisfaction is less than the expected satisfaction, it causes dissatisfaction.

According to Locke, “Job satisfaction and dissatisfaction are functions of the perceived relationship between what one wants from one’s job and what one perceives it is offering”. This is the most widely used approach for job satisfaction.
The following figure shows the discrepancy approach to job satisfaction.

Figure 3.1

Discrepancy approach to Job Satisfaction

When actually received outcomes are equal to the expected outcomes, it leads to satisfaction. If actual rewards are more than the expected rewards, it will create over satisfaction. If actual rewards are less than the expected rewards, it will cause dissatisfaction.

Equity-Discrepancy Theory

Lawler takes from equity theory the concept that in evaluating the outcomes of their inputs, people compare it with the outputs of “comparison others” and this acts as an intervening variable in their feelings of satisfaction and dissatisfaction.

Thus satisfaction may be defined as the difference between the outcomes that one perceives he actually received and outcomes that one feels he should receive, relative to perceived outcomes of comparison others. Lawler’s model of job satisfaction shows that satisfaction is determined by
i. What a person perceives he should receive;

ii. What he feels he actually received.

The following figure exhibits the model of job satisfaction regarding equity discrepancy theory.

**EQUITY-DISCREPANCY THEORY**

**Figure 3.2**

If A and B are equal, both will get satisfaction. If his perceived rewards are less than what he feels he should receive, i.e., if A>B, he experiences dissatisfaction. He experiences feelings of guilt, inequity and discomfort if he perceives, he is actually receiving more than what he should receive.
A person's perception of how much he should receive is influenced by what his "referent others" receive. These referent others are people who he perceives possess the same abilities that he possesses, are doing the job requiring the same abilities and skills, and is of the same difficulty and responsibility that he is doing and are contributing as much to goal achievement as he is contributing. Thus, an individual's perception of his reward is influenced by more than just the objective amount of that factor. Because of this psychological influence, the same amount of reward often can be seen quite differently by two people; to one it can be a large amount; while to another person it can be a small amount.

The model also shows that a person's perception of what he should receive is influenced not only by his perceived personal outputs but also by his perception of input and output of his "referent others". It emphasizes that people's perception of what they should receive is influenced by others' inputs and outputs. If inputs of his "referent others" are the same as his own but their outcomes are more than his own, he is likely to feel that his outcomes should also be more. The people will be relatively more dissatisfied than others, who perceive that

i. Their inputs are high;
ii. Their jobs are more demanding;
iii. Their "referent others" have more favourable input-output balance.
iv. They are receiving a low outcome level and
v. Their "referent others" are receiving more outputs.

**Maslow's Theory of human motivation**

Maslow was the pioneer in contributing to a systematic scheme of need hierarchy. He arrived at a conclusion, after a proper research, that there were
certain perceived needs of their employee’s and when they join any organization they somehow believed that doing so can better satisfy the needs. Thus, they have a perceived expectation from organization working.

If the perceived needs are satisfied according to their expectations they feel satisfied and motivated. On the other hand, if there is a gap between these two, they become slow or refuse to work. The following figure shows the hierarchy of needs.

**Hierarchy of Needs**

**Figure 3.3**

- Self-realization needs
- Esteem needs
- Social needs
- Safety needs
- Physiological needs
HIERARCHY OF NEEDS

Physiological needs

The lowest level of the hierarchy of needs is physiological needs. These are the needs, which must be satisfied to maintain needs. Food, air, water, rest, activity and temperature etc., are included in it. Such needs have some common features.

• They are relatively independent of each other.
• They can be identified with a specific location.
• They must be met repeatedly and
• In an affluent culture, the needs are unusual rather than typical motivators.

Safety needs

These needs are often called as security needs also. These needs concern with the physical and financial security. Physical security implies the freedom from bodily threat and financial security is concerned with the security on the job, etc. When physiological needs of a man are reasonably fulfilled, needs at the next higher level, safety needs, begin to dominate man behaviour.

Social needs

These needs refer to the needs of love and social security. Every individual aspires to be loved by others, to be associated with others and to get affection from his group members. Deprived of these things, man wants them as intensely as a hungry man wants food.
Esteem needs

Esteem or egoistic needs includes self-confidence, achievements, competence, knowledge of facts, self-respect and freedom. All these can be expected in three words – status, prestige and self-respect.

Self-realization needs

These needs are also known as self-accomplishment needs. These are the individuals’ needs for realizing his own potentialities, opportunity for creativity and for continual development of the individual’s skill and powers.

Vroom’s theory

Vroom states that the strength of the motivation to perform a certain act or in short satisfaction will depend on products of valences of the outcomes including instrumentality and expectancy. It is shown to be algebraic sum of the product of valence and time expectancy.

\[ \text{Force} = \text{Valence} \times \text{Expectancy} \]

Valence is the strength of an individual’s preference for particular outcome and in order to be positive, the individual would prefer attaining the outcome to not attaining it. A valence of zero occurs when the individual is indifferent towards the outcome and a negative valence occurs when the individual prefers not attaining the outcome to attain it.

Besides valence, the major variable is expectancy. This expectancy is the probability that a particular action or effort will lead to particular first level outcome such as production standards. Instrumentality, another major input into valence is the degree to which a first level outcome will lead to second level outcome such as money, security and recognition.
Although Vroom model does not directly contribute to technique of providing situations for job satisfaction, it is of value in understanding the process and thus improves human resources management.

**Mc Gregor's dual theory**

Mc Gregor propounded two theories of human behaviour in management philosophy on the theme of dual nature of human being. He believed that nearly all management actions flow from these two theories and they reflect their philosophy of controls in practice. These two theories are called Theory ‘X’ and Theory ‘Y’.

**Theory ‘X’**

This is the traditional theory of management philosophy. ‘Power is supreme’ is the main theme of the theory where the people at work have no authority to suggest or object anything except to carry out the orders of the supervisor. According to this theory, the employees must obey the directives or orders of the authority.

**Theory ‘Y’**

Theory ‘X’ fails to consider self-fulfillment, ego satisfaction and social needs of individual workers. Hence, Mc Gregor suggested a modern theory called theory ‘Y’. Under this theory, the management is still responsible for achieving the organizational objectives, but on different assumptions about human behaviour and motivation. The employees are fully aware of the organizational objectives, which are directly related to the satisfaction of employees’ needs.⁴

THE FACET MODEL OF JOB SATISFACTION

The facet model of job satisfaction focuses primarily on work situation factors by breaking a job into its component elements, or job facets, and looking at how satisfied workers are with each facet. Many of the job facets that researchers have investigated are listed and defined in the following table. A worker's overall job satisfaction is determined by summing his or her satisfaction with each facet of the job.

As table indicates, workers can take into account numerous aspects of their jobs when thinking about their levels of job satisfaction. The facet model is useful because it forces managers and researchers to recognize that jobs affect workers in multiple ways. However, managers who use this model to evaluate the work situation's effect on job satisfaction always need to be aware that, for any particular job, they might inadvertently exclude an important facet that strongly influences a worker's job satisfaction. The extent, to which an employing organization is 'family-friendly', for example, is an important job facet for more and more workers.

Given the increasing diversity of the work force and the increasing numbers of women, dual-career couples, and single parents who need to balance their responsibilities on the job and at home, family-friendly organizational policies and benefits are becoming important to more and more workers.

Family-friendly policies are particularly important for organizations in industries facing a tight labour market. For example, Lancaster Laboratories, a company located in Lancaster, Pennsylvania, had a hard time attracting analytical chemists until it started its family care programs. Now workers are joining Lancaster rather than its competitors because its on-site day care center allows
workers to bring their children to work with them and even join them for lunch. Family programs also help companies to retain their employees.

As these accounts indicate, a sizable portion of the work force values family-friendly policies and benefits as an important job facet, and organizations are responding to this need.

Family-friendly policies are important for workers with dependents, but they clearly are less important for workers who are single and intend to remain so. Compensation and security may be key job facets that determine the level of job satisfaction of a single woman who has strong extrinsic work values.
### Table 3.1

**Job Facets that Play a Part in Determining Job Satisfaction**

<table>
<thead>
<tr>
<th>Job Facet</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability utilization</td>
<td>The extent to which the job allows one to use one’s abilities</td>
</tr>
<tr>
<td>Achievement</td>
<td>The extent to which a worker gets a feeling of accomplishment from the job</td>
</tr>
<tr>
<td>Activity</td>
<td>Being able to keep busy on the job</td>
</tr>
<tr>
<td>Advancement</td>
<td>Having promotion opportunities</td>
</tr>
<tr>
<td>Authority</td>
<td>Having control over others</td>
</tr>
<tr>
<td>Company policies and practices</td>
<td>The extent to which they are pleasing to the worker</td>
</tr>
<tr>
<td>Compensation</td>
<td>The pay the worker receives for the job</td>
</tr>
<tr>
<td>Co-workers</td>
<td>How well one gets along with others in the workplace</td>
</tr>
<tr>
<td>Creativity</td>
<td>Being free to come up with new ideas</td>
</tr>
<tr>
<td>Independence</td>
<td>Being able to work alone</td>
</tr>
<tr>
<td>Moral values</td>
<td>Not having to do things that go against one’s conscience</td>
</tr>
<tr>
<td>Recognition</td>
<td>Praise for doing a good job</td>
</tr>
<tr>
<td>Responsibility</td>
<td>Being accountable for decisions and actions</td>
</tr>
<tr>
<td>Security</td>
<td>Having a secure or steady job</td>
</tr>
<tr>
<td>Social service</td>
<td>Being able to do things for other people</td>
</tr>
<tr>
<td>Social status</td>
<td>The recognition in the wider community that goes along with the job</td>
</tr>
<tr>
<td>Human relations supervision</td>
<td>The interpersonal skills of one’s boss</td>
</tr>
<tr>
<td>Technical supervision</td>
<td>The work-related skills of one’s boss</td>
</tr>
<tr>
<td>Variety</td>
<td>Doing different things on the job</td>
</tr>
<tr>
<td>Working conditions</td>
<td>Working hours, temperature, furnishings, office location and layout and so forth</td>
</tr>
</tbody>
</table>

How much of the facet they currently have on the job and how much of the facet they think job should have. The difference between these two quantities would be the worker’s level of satisfaction with the facet.
THE STEADY-STATE THEORY OF JOB SATISFACTION

The steady-state theory suggests that each worker has a typical or characteristic level of job satisfaction called the steady state or equilibrium level. Different situational factors or events at work may move a worker temporarily from this steady state but the worker will return eventually to his or her equilibrium level. Receiving a promotion and raise may temporarily boost a worker's level of job satisfaction, but it eventually will return to the equilibrium level. The finding that job satisfaction tends to be somewhat stable over time supports the steady-state view. The influence of personality on job satisfaction also is consistent with the steady-state approach. Because personality, one of the determinants of job satisfaction, is stable over time, we would expect job satisfaction to exhibit some stability over time.

The steady-state theory suggests that when managers make changes in the work situation with the hope of raising workers' levels of job satisfaction, they need to determine whether resulting increases in job satisfaction are temporary or long lasting. Some researchers have found, for example, that when changes are made in the nature of the work itself (such as making jobs more interesting), levels of job satisfaction increase temporarily (for example, for six months) but then return to their former levels. To decide on the most effective ways to sustain an increase in job satisfaction, it is also important for managers to determine how long it takes workers to return to their equilibrium levels. Changes in some job facets, for example, may lead to longer-lasting changes in job satisfaction than changes in other facets. 5

Personality

Personality, the enduring ways a person has of feeling, thinking and behaving is the first determinant of how people think and feel about their jobs or job satisfaction. An individual’s personality influences the extent to which thoughts and feelings about a job are positive or negative.

Richard Arvey of the University of Minnesota and his colleagues explored the extent to which workers’ levels of job satisfaction were inherited from their parents. They studied thirty-four identical twins who were raised apart from an early age. The twins
shared the same genetic makeup but were exposed to different situational influences in their developmental years and later in life. For each pair of twins, the researchers measured the degree to which one twin’s level of job satisfaction was the same as the other twin’s level.

The researchers found that genetic factors accounted for about 30 percent of the differences in levels of job satisfaction across the twins in their study. Another interesting finding was that the twins tended to hold jobs that were similar in complexity, in motor skills needed, and in the physical demands of the worker. This suggests that, people’s personalities (which are partially inherited) predispose them to choose certain kinds of jobs.

Although it certainly is impressive that genetic factors account for 30 percent of the differences in levels of job satisfaction, 70 percent of the variation in job satisfaction remains to be explained. It is this 70 percent that higher authorities can influence. Thus higher authorities should be concerned about job satisfaction because it is something that is within their power to influence and change.

Values

Values have an impact on levels of job satisfaction because they reflect employees convictions about the outcomes that work should lead to and how one shoud behave at work. A person with strong intrinsic work values to be satisfied with a job that is interesting and personally meaningful (such as social work) but that also requires long working hours and doesn’t pay well. A person with strong extrinsic work values (those related to the consequences of work) is more likely than a person with weak extrinsic work values to be satisfied with a job that pays well but is monotonous. Extrinsic work values are causing some baby busters to be
less satisfied with jobs that entail long working hours because these jobs do not allow them enough time for their families and leisure activities.

**The Work Situation**

Perhaps the most important source of job satisfaction is the work situation itself: the tasks a person performs (for example, how interesting or boring they are), the people a jobholder interacts with customers, subordinates, supervisors, the surroundings in which a person works (noise level, crowdedness, temperature) and the way the organization treats the jobholder (working hours, job security, the extent to which pay and benefits and generous or fair). Any aspect of the job and the employing organization is part of the work situation and can affect job satisfaction.

Most people would be more satisfied with a job that pays well and is very secure than with a job that pays poorly and exposes the worker to the ever-present threat of a layoff. From the opening case, it appears that some baby-boomers are satisfied with jobs that not only are interesting and challenging but require them to work long hours. Working long hours doesn’t detract from their job satisfaction as long as they are well paid and ascending the corporate ladder. Many baby-busters are also satisfied with jobs that are interesting and challenging. But they do not want to work long hours and if they are forced to do so, their job satisfaction declines.

**Social Influence**

The last determinant of job satisfaction is social influence or the influence that individuals or groups have on a person’s attitudes and behaviour. Co-workers, the groups a person belongs to and the culture a person grows up and lives in all have the potential to affect worker’s level of job satisfaction.
Influence from Co-workers

Social influence from co-workers can be an important determinant of a worker's job satisfaction because coworkers are usually always around, often have similar types of jobs and often have certain things in common with a worker (such as educational background). Co-workers can have particularly potent influence on the job satisfaction levels of newcomers to a job or organization. Workers who are new on the job have had very limited direct experience with the job, so they don't really know what to make of it and might not be sure whether they like it. Newcomers who are surrounded by co-workers who are dissatisfied with their jobs are more likely to be dissatisfied themselves than are newcomers who are surrounded by workers who enjoy and are satisfied with their jobs.

Influence from Groups

A worker's level of job satisfaction is also influenced by the groups he or she belongs to. The family a child grows up in, for example, can affect how satisfied the child is with his or her job as an adult. A worker who grows up in a wealthy family might be dissatisfied with a job as an elementary school teacher because the salary places out of reach the high standard of living he or she enjoyed while growing up. A teacher raised under more modest circumstances might also desire a higher salary but might not be dissatisfied with his or her teaching job because of its pay level.

A wide variety of groups can impact on job satisfaction. Workers who belong to certain religious groups are likely to be dissatisfied with jobs that require working on Saturdays or Sundays. Unions can have powerful effects on the job satisfaction levels of their members. Belonging to a union that thinks that managers are not treating workers as well as they should, for example, might cause a worker to be dissatisfied with a job.
Influence from culture

The culture a person grows up and lives in may also affect a worker's level of job satisfaction. Workers who grow up in cultures that emphasize the importance of individual achievement and accomplishment are more likely to be satisfied with jobs that stress individual accomplishment and provide rewards for individual achievement such as bonuses and pay raises. Workers who grow up in cultures that emphasize the importance of doing what is good for everyone (for example, for the members of one's work group or department) may be less satisfied with jobs that stress individual competition and achievement. In fact, cultural influences may shape not just job satisfaction but the attitudes workers have about themselves.

3.6 POTENTIAL CONSEQUENCES OF JOB SATISFACTION

Job satisfaction is one of the most important and most studied attitudes in organizational behavior. One reason for the interest in job satisfaction is that whether a worker is satisfied with his or her job has significant consequences not just for the worker but for co-workers, managers, groups, teams and the organization as a whole. In this section we consider several potential consequences of job satisfaction job like performance, absenteeism, turnover and organizational citizenship behavior.

Job Performance

Employees who are more satisfied with their jobs will perform at a higher level than those who are less satisfied. Many studies have been conducted to see whether this piece of conventional wisdom is valid. Surprisingly, the results indicate that job satisfaction is not strongly related to job performance; at best, there is a very weak positive relationship. One recent review of the many studies conducted in this area concluded that levels of job satisfaction accounted for only about two percent of the differences in performance levels across workers in the
studies reviewed. For all practical purposes, can conclude that job satisfaction is not meaningfully associated with job performance.

Research indicates that work attitudes (such as job satisfaction) affect work behaviours only when workers are free to vary their behaviours and when a worker’s attitude is relevant to the behaviour in question.6

Organizations spend considerable time and effort to ensure that members perform assigned duties dependably regardless of whether they like their jobs or not. Organizations develop rules and procedures that workers are expected to follow and to ensure that these rules are followed organizations reward workers who perform at acceptable levels and punish or dismiss workers who do not. Such rules, procedures, rewards, and punishments are situational pressures that propel workers to perform at acceptable levels.

Because of strong situational pressures in organizations to behave in certain ways because a worker’s level of job satisfaction may not be relevant to his or her job performance, job satisfaction is not strongly related to job performance. Some research, however, suggests that the direction of influence between these two factors (satisfaction and performance) may be reversed Job performance may lead to job satisfaction. Job performance may contribute to workers being more satisfied with their jobs only if workers are fairly rewarded for a good performance.

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Absenteism

Richard Steers and Susan Rhodes propose that employee attendance is a function not only of workers’ motivation to attend but also of their ability to attend. Job satisfaction is only one of many factors that affect motivation to attend. Work moods contribute to motivation to attend; workers who experience positive moods on the job are more likely to want to come to work. A workers’ ability to go to work influenced by illness and accidents, transportation problems and family responsibilities. Because of the variety of situations and factors that affect absence from work, it is not surprising that the relationship between satisfaction and absence is relatively weak.

Absenteism is a behaviour that organizations can never eliminate, but they can control and manage it. To do so, organizations should not have absence policies that are so restrictive that they literally force workers to come to work even if they are ill. Organizations may even want to recognize that a certain level of absence is indeed functional.

Table No 3.2

**Determinants of Absence from Work**

<table>
<thead>
<tr>
<th>Motivation to Attend Work Is Affected By</th>
<th>Ability to Attend Work Is Affected By</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job satisfaction</td>
<td>Illness and accidents</td>
</tr>
<tr>
<td>Organization’s absence policy</td>
<td>Transportation problems</td>
</tr>
<tr>
<td>Other factors</td>
<td>Family responsibilities</td>
</tr>
</tbody>
</table>
Turnover

Turnover is the permanent withdrawal of a worker from the employing organization. Job satisfaction shows a weak-to-moderate negative relationship to turnover – that is, high job satisfaction leads to low turnover. Workers who are satisfied with their jobs are less likely to quit than those who are dissatisfied, but some dissatisfied workers never leave, and others who are satisfied with their jobs eventually move on to another organization.

Turnover is permanent and can have a major impact on a worker’s life. Thus the decision to quit a job is not usually made lightly but is instead the result of a carefully thought-out process.

According to a model of the turnover process developed by Bill Mobley, job satisfaction triggers the whole turnover process. Workers who are very satisfied with their jobs may never even think about quitting; for those who are dissatisfied, it is the dissatisfaction that starts them thinking about quitting.
As indicated in figure job dissatisfaction leads to thoughts of quitting. At this point, the individual evaluates the benefits of searching for a new job and the costs of quitting. These costs could include any corporate benefits that are linked to seniority (such as vacation time and bonuses), the loss of pension and medical plans, and a reduced level of job security (which is often based on seniority in the organization). On the basis of this cost or benefit evaluation, the individual may decide to search for alternative jobs. The person evaluates and compares these alternatives to the current job and develops an intention to quit or stay. The intention to quit eventually leads to turnover behavior. Hence although job satisfaction or dissatisfaction is an important factor to consider because it may trigger the whole turnover process and start a worker thinking about quitting, other factors come into play and help to determine whether a worker actually quits.

Just as in the case of absenteeism, managers often think of turnover as a costly behaviour that must be kept to a minimum. There are certainly costs to turnover, such as the costs of hiring and training replacement workers. In addition,
turnover often causes disruptions for existing members of an organization, it may result in delays on important projects, and it can cause problems when workers who quit are members of teams.

Although these and other costs of turnover can be significant, turnover can also have certain benefits for organizations. If poor performers are quitting and good performers are staying, this is an ideal situation, and managers may not want to reduce levels of turnover. Second, turnover can result in the introduction of new ideas and approaches if the organization hires newcomers with new ideas to replace workers who have left. Third, turnover can be a relatively painless and natural way to reduce the size of the work force through attrition, the process through which people leave an organization of their own free will. Attrition can be an important benefit of turnover in lean economic times because it reduces the need for organizations to make major cuts in, or downsize, their work forces. Finally, for organizations that promote from within, turnover in the upper ranks of the organization frees up some positions for lower-level members to be promoted into. Like absenteeism, turnover is a behavior that needs to be managed but not necessarily reduced or eliminated.

**Organizational citizenship behavior**

Organizational Citizenship Behavior (OCB) is behavior that is above and beyond the call of duty – that is, behavior that is not required of organizational members but is nonetheless necessary for organizational survival and effectiveness. OCB includes helping coworkers; protecting the organization from fire, theft, vandalism, and other misfortunes; making constructive suggestions; developing one’s skills and capabilities; and spreading goodwill in the larger community. These behaviours are seldom required of organizational members, but
they are important in all organizations. Helping co-workers is an especially important form of OCB when it comes to computing in the work-place.

3.7 WOMEN – AN OVERVIEW

3.7.1 Introduction

Status of women was very poor in the male-dominated society across the globe. It has gradually improved since industrialization which opened up employment opportunities to women on a large scale. Today, globalization offers great opportunities to women in all levels of industry and at the same time they also face several challenges in their work life. Being educated and well-informed of rights, duties and responsibilities, women have acquired confidence to work towards their dreams. Owing to the economic independence and social recognition, their standard of living and life styles have been consistently changing both in the society and in the workplace. In the meanwhile, they have to contend with and overcome the social and mental barriers such as lack of proper education, lack of exposure to global business, social stigma and psychological inhibition.

3.7.2 Evolution Of The Concept

"The companies who have changed their recruiting and work environments to accommodate women are the ones that will succeed in getting a better selection of talent into their organization".

7 K.Aswathappa, “Organisational behavior” Sultan chand and Sons publications, New Delhi-1985 Pp 484-497

8 Crompton Suzanne M and Mishra Jipentram, Women in management, Vol.28 No.1 Spring 1999 International personnel management association, USA, pp 70-73.
Promoters of globalization have begun to give more importance to human resources especially for women employees. Prior to globalization, women and their labour were the unspoken factor in the process of production. The society was undervaluing the role of women’s labour in the process of production and in rendering services. Gone are the days when women’s employees was considered as the unarticulated ingredient while counting the economic success, now, women employees is one of the important factors for the success of the processes of globalization. As women and their labour are central to the processes of globalization, they are legally, ethically and socially entitled to the fullness of their rights; the right to social protection, right to equal opportunity in getting employment, right to equal pay for equal value of work, right to competition in seeking opportunity for promotions along with men; right to hold positions as that of men; right to acquire employment skill and the like. In a nut shell, they strive to attain social status by gaining economic or financial independence with the help of employment.

3.7.3 Women in the era of globalization

Owing to the economic independence and social recognition, their standard of living and life styles have been consistently changing both in the society and in the work place. After globalization and due to the boom in information technology, women and their labor have gained high esteem. Changing role and status of women are the order of the day now. In this transition, they have to face various challenges and issues in their work life. In this context, it is imperative to capture and document the prospects of women labor in their work life. Globalization offers great opportunities to women in employment and at the same time it also poses great challenges in their work life. Feminists strive to get them equal rights and opportunities as that of men.
Attracting foreign investment’ is a buzz word and a key strategy in the process of globalization as the transnational investors demand a competitive, cheap and flexible labour force. Developing and underdeveloped countries recruit women employees in order to compete for foreign investment by maintaining wages as low as possible. Both the promoters and opponents of globalization have agreed that the role of women’s labour is undervalued as it has now been perceived that women’s labor attracts foreign investment with a low wage labour pool. As most women workers are temporary, part-time and home-based workers, with little more benefits, countries utilize them to the maximum in order to manage competition.

Women are not inferior to men in their professional life. At the same time, manage their personal life too. Female professionals are as serious about their careers as men. The women take decisions, that they are kindhearted etc., is not true in the present. Both female and male professionals agree that organizations are not providing equal opportunities and compensation, and men are significantly less concerned about correcting gender inequity than women. Most of the organizations follow such double standards, which demotivates most of the female professionals. However, there is a growing opinion of late that there is a definite change for the better that the old attitude regarding employment of women has been changing fast and eventually most of the firms across the world are willing to accept them on the basis of talent.

“The companies who have changed their recruiting and work environments to accommodate women are the ones that will succeed in getting a better selection of talent into their organization”. A decade of liberalization has led the professionals in the best companies to believe that both sexes are equal. Sumer Datta, 38, CEO, Noble & Hewitt, India says, “In any job, it is the skills and attributes you bring in that counts. Gender, in my opinion, is completely irrelevant for a company of a professional recruiter today. About 60percentage of the
employees in my organization are women and they are hired only for their skills".  

3.7.4 Status of women after the new economic policy

After the implementation of new economic policy, 1991, employment opportunities have been increasing consistently both for men and women. With the advent of global business, the utilization level of the resources of women has been rising. Literacy rate has also increased among the women. A stunning majority of girls go to school, enter universities and have been very successful in their studies, sometimes having a clear edge over the boys. Amazingly more women apply to the top business schools in the country and give their co-students of the opposite sex a run for their money during campus placements. Thus, a slow and steady social change is becoming discernible in India with the remarkable spread of education among women and the resultant raise in their own self-esteem. Equality before law, equal opportunity in employment, equal pay for equal value of work, higher education and the like have attributed to the raise in the status of women workers. Women are gaining momentum in getting placements in high paid jobs and their status in their work life gets recognized as they even become the heads of organizations. They acquire necessary skills and abilities to do these jobs, and according to research, they are by nature more equipped with the leadership and communication skills to manage the duties, responsibilities and diversities represented in a global organization.

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India is rich in human resources of which the number of working women are more than in any other country in the world, at all levels of skill ranging from a surgeon or pilot to that of a menial worker. Present-day women are better equipped to take on challenges in their work life and family life. They have emerged as winners as they are good at multitasking and throughout history they prove that they are able to maintain work both at office and house. Information technology has given women new opportunities to create a platform to diffuse their ideas. In this generation, the roles and expectations are shifting tremendously in the techno world.10

3.7.5 Entry of Women in IT and ITES Sector

In the present era of dual income families, it has become evident that families need an extended support for leading a comfortable and contented life. As identified by each individual who is titled as an employee, the employer is expected to extend his work spheres to make employees feel contended. The IT and ITES sector which is booming in the present era and especially ITES that create good opportunities for young minds to work, is expected to play the additional role of an extended supporter.

Call centre and BPO industry has radically transformed the Indian economy. In its recent report, Nasscom and Crisil quantified the ‘multiplier effect’ on income generation and job creation induced by the Indian IT-ITES sector. According to the report, every rupee spent by the IT-ITES sector translates into a total output of Rs.two in the economy. For every job created in this sector, four jobs are created elsewhere.

10 Anjali prauag, Women – will they reach the TOP Slot? July’2022. HRM Review, pp.1-10
Manpower is the most crucial resource in the high growth IT-ITES industry in India. It is also the primary factor for the country's immense success in the overseas markets, the one key asset that will help India sustain its edge in the years ahead. According to Nasscom studies, while around 2,84,000 professionals were employed by the IT-ITES industry in 1999-2000, the number jumped to one million in 2004-05. According to Nasscom-McKinsey study, the Indian BPO industry will be growing at seven times the domestic GDP in 2009.

The BPO and the Call Center industries offer great job prospects and a good career growth plan to youngsters. Any undergraduate student with good spoken English skills or any diploma engineer with good communication skills and technical skills is rewarded a handsome salary when compared to any other sector. This has encouraged the younger generation to seek employment at an early stage. The organizational structures and policies are encouraging for a performer since they allow a young executive to become a team leader within sixth month of his joining the organization.

India being a developing economy, has seen a major change over the last few decades in the social and economical status of women. The role played by women has shifted, from docile, fettered, dependent female to that of being independent, explorative towards their potentials and voicing their concerns openly.

As a result of this, women have ventured beyond the traditional role of wife and mother, and have sought employment and careers outside the home, and have actively participated in the economic and social development of the nation (Liddle & Joshi, 1986). Indian women have taken up challenging careers in IT and ITES sector.
One can notice that more and more women in India are getting into IT related jobs at all levels. According to the recent Nasscom study, the men-women ratio in Indian software industry stands at 76:24. This ratio is expected to have been increased to 65:35 (men, women) in 2007. However, the percentage of women employed in the ITES and BPO is around 69 percentages. The ratio is thus reversed in the ITES-BPO sector making it 31:69. Sangeeta Gupta, Vice-President of Nasscom says, 'Clearly, women in IT are a reality today. As the IT-ITES sector moves forward, more and more women are joining the industry, Already emerging markets such as the ITES-BPO segment are hiring more women than traditional IT services industry. The trend is likely to continue and, in fact, gain momentum. The current crop of successful women is sure to catalyze the women in IT movement, drawing even more talent into the fray.

The strength of communication makes women intrinsically suited to work in the ITES sector. IT and ITES sector helps women to attain an at-par status with their male counterparts. Women have proved to excel in their multitasking abilities and collaborative team working skills.

Companies believe that women bring in special qualities such as dedication, innovation and patience to the workplace. They are also recognized to be more stable and less prone to job-hopping.

The most challenging role that women who choose careers play is not just related to work but more balancing the natural responsibilities of home and family and work. This trait of multitasking makes women enjoy the bliss of career and family at the same time.

The IT and ITES sector supports its women employees in terms of onsite facilities, good nutritional guidance and ensures that good working atmosphere is maintained.
3.7.6 Women – Multitaskers

Women with multitasking capabilities are able to strike a balance between several tasks without risking their personal well-being.

Having a career and a family are tasks in themselves and women are expected to perform these tasks efficiently. They have always been conditioned by societal norms and family members to accept their roles as subordinates to their husbands. In patriarchal societies, women’s multitasking capabilities are often understood as a normal affair. In essence, they are expected to be ‘superwomen’ or ‘supermoms’ playing different roles between tradition and modernity.

Women are not merely discharging their responsibilities and playing their roles as caretakers of the house but they also have challenging and demanding careers alongside men which they carry on being embroiled in ‘home’ work at the same time. It is their freedom to use all of their multitasking and risktaking abilities and skills to succeed at two full time jobs i.e. work and home. These women end up taking greater share of responsibility between family and work. Multitasking is a job which involves performing more than one work at a time.

3.7.7 Women – Balancers

Women face challenges in addressing this ‘balance’ between work and family responsibilities. The balance between work and family is thus consistently ranked as important. In other words, balance means finding ways and means to give proper attention to family and at the same time not letting work suffer. In a nutshell, it is the ability to manage to get work done without making the family feel neglected.
Work and family are essential in our lives. Finding a balance between the two is an issue of importance and concern for working women. Managing complex office work and playing family roles is certainly a source of stress for many women. In this context, home-work balance is the ability to put together work with a rich fulfilling life or family outside of work. To be able to work and have time and support for family responsibilities and activities, is important for physical and emotional health and well-being.

The IT and ITES sector has shown a tremendous concern for the people issues, especially the women working in the organizations. The future seems to be with lot more initiations of support to the women employees and employment opportunities in the IT and ITES sector. The recent initiative of some ITES companies offering a 4four hour job schedule to beat the demand for experienced employee recruitment and taking a step further and encouraging middle aged educated, English-speaking women to come into this sector has seen an overwhelming response in the job market.

The culture of corporate sector is changing. Organizations realizing the importance of the people factor drive initiatives towards people policies to evolve at a win-win situation.12

### Top 10 Occupations That Employ the Largest Percentage of Women

**TABLE 3.3**

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Occupation</th>
<th>Percentage of Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Registered Nurses</td>
<td>92%</td>
</tr>
<tr>
<td>2.</td>
<td>Meeting and Convention Planners</td>
<td>83.3%</td>
</tr>
<tr>
<td>3.</td>
<td>Elementary and Middle School Teachers</td>
<td>81.9%</td>
</tr>
<tr>
<td>4.</td>
<td>Tax Examiners, Collectors and Revenue Agents</td>
<td>73.8%</td>
</tr>
<tr>
<td>5.</td>
<td>Medical and Health Services Managers</td>
<td>69.5%</td>
</tr>
<tr>
<td>6.</td>
<td>Social and Community Service Managers</td>
<td>69.4%</td>
</tr>
<tr>
<td>7.</td>
<td>Psychologists</td>
<td>68.8%</td>
</tr>
<tr>
<td>8.</td>
<td>Business Operations Specialists</td>
<td>68.4%</td>
</tr>
<tr>
<td>9.</td>
<td>Human Resources Managers</td>
<td>66.8%</td>
</tr>
<tr>
<td>10.</td>
<td>Financial Specialists</td>
<td>66.6%</td>
</tr>
</tbody>
</table>

Above table 3.4 shows that largest percentage of women employed in various occupations. 92 percentage of women in the occupation of Registered Nurses, 83.3 percentage of women can be found in the occupation of meeting and convention planners, 81.9 percentage of the women employed in the occupation of elementary and middle school teachers, 73.8 percentage of the women employed in the occupation of tax examiners, collectors and revenue agents, 69.5 percentage of the women employed in the occupation of medical and health services managers, 69.4 percentage of the women employed in the occupation of social and community services managers, 68.8 percentage of the women employed in the
occupation of psychologists, 68.4 percentage of the women employed in the occupation of business operations and specialists, 66.8 percentage of the women employed in the occupation of human resource managers, 66.6 percent of the women employed in the occupation of financial specialists.

3.8 SOFTWARE COMPANIES – AN OVERVIEW

3.8.1 Introduction

In the diversified economic foundation, software service has gained a major ground in the Chennai’s economy. The late 1990s, witnessed the birth of business process outsourcing and software development and within few years there was a prominent squirt of outgrowth in the number and magnitude of the software companies in the city.

3.8.2 Major software companies in Chennai

Major software companies in Chennai are like Cognizant Technology of Solutions, Accenture, CSC, Satyam, EDS, HP, HCL, Infosys, IBM, Sun Micro systems, Symantec, Verizon TCS and Wipro. At present Chennai is the second largest exporter of IT and IT enabled services in India next to the Silicon Valley. The city is a hub of a number of technological park and promises the employment of nearly 3, 00,000 people. The following are the few major software companies in Chennai.

- Apcom Computers Ltd.,
- Accel India
- American Power Conversion
- Cognizant Technology Solutions (India) Ltd.,
- Marrs Software International Ltd.,
- ICOM Technologies (India) Pvt. Ltd.,
- SIP Technologies and Exports Ltd.,
• Polaris Software Labs Ltd.,
• DSQ Software Ltd.,
• Complete Business Solutions (India) Ltd.,
• Epson Singapore Pvt. Ltd.,
• HTC Software Development Centre
• Pentafour Communication Ltd.,
• SRA Systems Ltd.,
• Softia Software Ltd.,

**Best software companies in Chennai**

• Infosys Software Company
• L & T Infotech
• Mascon Global Ltd.,
• Polaris Software Lab Ltd.,
• Satyam Computers
• Spectra Innovations Inc.
• Tata Consultancy Services
• Virtusa (India) Pvt. Ltd.,
• Wipro Technologies
3.8.3 Classification of software companies on the basis of number of employees

<table>
<thead>
<tr>
<th>S.No.</th>
<th>No. of Employees</th>
<th>No. of Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>1-50</td>
<td>493</td>
</tr>
<tr>
<td>2.</td>
<td>51-100</td>
<td>609</td>
</tr>
<tr>
<td>3.</td>
<td>101-250</td>
<td>696</td>
</tr>
<tr>
<td>4.</td>
<td>251-500</td>
<td>744</td>
</tr>
<tr>
<td>5.</td>
<td>501-1000</td>
<td>773</td>
</tr>
<tr>
<td>6.</td>
<td>1001-2500</td>
<td>787</td>
</tr>
<tr>
<td>7.</td>
<td>2501-5000</td>
<td>791</td>
</tr>
<tr>
<td>8.</td>
<td>5001 and above</td>
<td>794</td>
</tr>
</tbody>
</table>

Total 5687

Out of 5687 software companies in Chennai, 493 companies are having number of employees from one to 50, 609 companies are having number of employees from 51 to 100, 696 companies are having number of employees from 101 to 250, 744 companies are having number of employees from 251 to 500, 773 companies are having number of employees from 501 to 1000, 787 companies are having number of employees from 1001 to 2500, 791 companies are having number of employees from 2501 to 5000 and 794 companies are having number of employees from 5001 and above.

3.8.4 Functions of software companies

The following are the important functions of ERP software companies.

- Financial accounting
- Supply chain
- Automation of manufacturing and other key functions
Web based ERP streamlines

- Back office process automation. It includes,
  - Finance
  - Order management
  - Purchasing
  - Inventory
  - Employee management
  - E-commerce and real-time information

ERP solutions that accelerate

- Business cycles, productivity and an improve reliability
- Provide a high level of service to customers, suppliers and partners

ERP Software Systems Company includes all the basic functions. ERP applications typically modules like,

- Marketing
- Sales
- Production
- Finance and accounting

Enterprise resource planning software used for various educational institutions and hotels. It is as simple as a piece of software to learn is not.\textsuperscript{13}

\textsuperscript{13} www.Google.com
3.9 Summary

The above chapter dealt with the theoretical framework of Job Satisfaction, women employees, and software companies. It covers introduction, features, importance, theories, determinants, and potential consequences of job satisfaction. Regarding women, evolution of the concept, women in the era of globalization, status of women after the new economic policy, entry of women in the field of IT and ITES women as multitaskers and balancers were discussed. Regarding software companies, major and best software companies in Chennai City, classification of software companies on the basis of their number of employees and functions of software companies.