



THE IMPACT OF PERSONAL CHARACTERISTICS ON JOB SATISFACTION – WITH REFERENCE TO A CONSTRUCTION COMPANY IN HYDERABAD

Dr. K. Vinithi

(M.Com., M.Phil., M.Phil (Mgt)., B.Ed., Ph.D.)

Assistant Professor, Department of Commerce, D.K.M College for Women, (Autonomous), Vellore, Tamil Nadu, India.

1. Introduction

India is the second fastest developing nation in the world. The Indian construction industry is considered as a vital aspect of the economy. Investment in Construction accounts for nearly 11% of the India's Gross Domestic Product (GDP) € 239.68 billion is expected to be invested in this field over the next 5 to 10 years in roads, bridges, city infrastructure, ports, airports, telecommunications which would provide a huge boost to the construction industry. Investment into this sector could go up to €93.36 billion in Fiscal Year 2010. Concurrently, the development of the Indian economy has a result on requirement for commercial property to help meet the needs of business. A large number of international companies have been entered in this field, with the major opportunities emerging in this industry.

2. Review of Literature

Molander (1996) pointed out that, to be successful, a company requires employees who will work toward the goals of the organization and who have a strong desire to continue in the company. According to Schultz and Schultz (1998), work motivation is the force necessary to achieve increased productivity and job satisfaction.

Maloney and McFillen (1985a, 1985b), after identifying 28 different job outcomes in the United States' construction industry, the authors employed industry surveys to examine the construction workers' perceptions of Valence (importance) toward job outcomes, satisfaction degrees of receiving these job outcomes and construction workers' overall job satisfaction. The purposes of these studies are to investigate the construction workers' patterns of attitudes towards different job outcomes and their satisfaction degrees of different job outcomes according to different demographic groups, for example, trade union, age, education and so on.

2.1 Personal characteristics and job satisfaction

Studies have indicated that personal characteristics affect job satisfaction in different and complex ways. Among these personal characteristics is gender, age, education, and work experience. Gender is often included as an individual characteristics in studies of job satisfaction, but with regard to the levels of satisfaction between males and females, no conclusive findings have been identified (Brief & Aldag,1975; Hulin & Smith,1964; Mueller & Wallace, 1996; Oshagbemi,1997).

2.1.1 Age and Job Satisfaction

Clark, Oswald, and Warr, (1996) researched to see if job satisfaction is U-shaped based on age from sample of British employees. Measuring overall job satisfaction, satisfaction with pay, the work itself, using survey responses, they analyzed the relationship between these forms of satisfaction and individual and job characteristics. They found significant coefficients persist for the age and age-squared variables, and strong evidence is provided for a U—shaped relationship between age and job satisfaction.

2.1.2 Gender and Job Satisfaction

Managerial women and men in the United States apparently do not differ in their sources of satisfaction at work (Mason, 1995). He also suggests “that organizational policies and practices need attention and should also provide managerial women with opportunities of responsibility, advancement, achievement, and challenging work, if companies want to retain and benefit from the skills and expertise of managerial women”.McDuff (2001) suggested a need

for future studies to add with measures of gender—specific values, in order to assess their impact on the gender paradox in job satisfaction.

2.1.3 Education and Job Satisfaction

Job satisfaction among the managers involved in the Kuwait oil industry was studied. The results indicated that managers with a post-graduate degree were more satisfied than were managers with a high school diploma in the areas of present pay and job in general. People with more education may not have as many complaints about issues work; they may be more concerned with the quality of their work performance. Along the same lines, Lee and Wilbur (1985) studied age, education, job tenure, salary, and found a positive relationship between education Level and job satisfaction.

2.1.4 Years of experience and Job satisfaction

In the study by Rashed (2001) discussed earlier he found “that years of experience affected the areas of present job, pay, and supervision. Managers with more than ten years of experience were more satisfied in the areas of present job, pay, and supervision than were managers with less than ten years of experience”.

3. Research objective

To examine the differences in job satisfaction among different age groups, different gender, level of education and years of experience.

4. Limitations of the study

- This research is based on data collected instrument developed by Ganguli (1994), which may have limited or shaded the employee’s responses regarding their level of job satisfaction or dissatisfaction.
- The sample was limited to one Construction Company, other construction companies may have different need and levels of job satisfaction.

5. Research Methodology

5.1 Population and sample

For the purpose of the confidentiality, the name of the construction company has not been mentioned. This construction company is having its branches all over India and the Corporate Head Office is in Hyderabad. Data has been collected data from four different projects undertaken by this company. Out of those four projects, two are commercial projects and two are housing projects. Employees of the construction company have been taken into consideration for the study. Employees on contract basis and employees who are on training period have not been taken into consideration for the study. Data was collected from all the four sites in person through questionnaire. A total of 212 questionnaires were distributed, and 189 were returned, representing a response rate of 89.15%.

5.2 Research Hypothesis

The research generated following four null hypothesis:

- There is no significant difference between employees' age and level of job satisfaction.
- There is no significant difference between gender and level of job satisfaction.
- There is no significant difference between employees' education and level of job satisfaction.
- There is no significant difference between employees' years of experience and level of job satisfaction.

6. One-way analysis of variance

One-way Analysis of variance (ANOVA) was conducted to determine whether differences in job satisfaction exist among the employees surveyed in this research.

6.1 Age and Job satisfaction

Table 1 (N=189) (One-way ANOVA)

Differences in Job satisfaction Means based on Age

Age groups	20-29 (N=95)	30-39 (N=69)	40-49 (N=21)	50&above (N=4)	P-value
Satisfaction with salary	3.1383	3.2547	3.5238	4.0714	.012
Satisfaction with supervision	3.5544	3.6135	4.3968	4.3333	.000
Satisfaction with coworker relationship	3.5921	3.5000	4.1667	4.000	.001
Satisfaction with work environment	3.4895	3.4837	4.2679	4.2500	.000
Overall job satisfaction	3.54	3.57	4.67	4.50	.000

With regard to satisfaction with work environment, the mean scores for employees 20-29 years of age (mean, 3.4895), employees 30-39 years of age (mean, 3.4837), employees 40-49 years of age (mean, 4.2679), and employees 50 & above years of age (mean, 4.2500), which indicates that employees with the age group of 40-49 and 50& above are more or less equal with regard to job satisfaction with work environment.

The findings in Table 1 indicates that significant difference were found in the overall job satisfaction with different age groups (P-value=.000). Hence null hypothesis, there is no significant difference between employees' age and level of job satisfaction is rejected. It means that there is significant difference is there in employee's age and level of job satisfaction.

6.2 Gender and Job satisfaction

Table 2 (N=189) (T-test)

Differences in Job satisfaction Means based on Gender

Gender	Male (N=160)	Female (N=29)	P-value
Satisfaction with salary	3.2875	3.000	.045
Satisfaction with supervision	3.7563	3.2989	.002
Satisfaction with coworker relationship	3.6875	3.3190	.008

Satisfaction with work environment	3.6250	3.3966	.097
Overall job satisfaction	3.71	3.59	.519

T-test was conducted to determine whether differences in job satisfaction exist among the employees surveyed in this research. Null Hypothesis states that there is no significant difference between gender and level of job satisfaction. Table 2 presents the mean difference in job satisfaction between male and female employees. The data in Table 2 shows that male employees have higher mean scores in the job satisfaction with salary (3.2875), supervision (3.7563), coworkers (3.6875), and work environment (3.6250) than female employees. Even though mean scores of male employees are higher than the female employees, the research proves that there is no significant difference between genders when it is compared with overall job satisfaction. Hence the null hypothesis that there is no significant difference between gender and level of job satisfaction is accepted at 0.5 level of significance (P-value= .519).

6.3 Education and Job satisfaction

Table 3 (N=189) (One-way ANOVA)

Differences in Job satisfaction Means based on Education

Education level	Degree/ Diploma (N=31)	BE (N=79)	ME (N=17)	Others (N=62)	P-value
Satisfaction with salary	3.1014	3.2857	3.5546	3.1751	.149
Satisfaction with supervision	3.9355	3.4979	3.9412	3.7312	.009
Satisfaction with coworker relationship	3.5000	3.5918	3.6765	3.7339	.432
Satisfaction with work environment	3.2177	3.6203	3.8309	3.6714	.006
Overall job satisfaction	2.87	3.76	4.59	3.77	.000

With regard to the satisfaction with coworkers mean scores for employees who have degree or diploma (mean, 3.500), employees who have BE (mean, 3.5918), employees who have ME (mean, 3.6765), and employees who have others like post graduation (mean, 3.7339), these

mean scores indicate that level of job satisfaction is insignificant. It indicates that employee's education level does not have any significant impact on satisfaction with coworkers.

With regard to the satisfaction with work environment mean scores for employees who have degree or diploma (mean, 3.2177), employees who have BE (mean, 3.6203), employees who have ME (mean, 3.8309), and employees who have others like post graduation (mean, 3.6714), these mean scores indicate that employees who have degree are less satisfied with the work environment while compared to employees who have BE, ME and other education.

With regard to overall job satisfaction with education, the findings in Table 4.8 indicates that significant difference were found in the overall job satisfaction with different education level (P-value=.000). Hence null hypothesis H01 there is no significant difference between employees' education and level of job satisfaction is rejected. It means that there is significant difference is there employee's level of education and level of job satisfaction.

6.4 Years of experience and Job satisfaction

Table 4 (N=189) (One-way ANOVA)

Differences in Job satisfaction Means based on years of experience

Experience	0-2 (N=78)	2-5 (N=64)	5-8 (N=37)	8&above (N=10)	P-value
Satisfaction with salary	3.0678	3.1295	3.7413	3.500	.000
Satisfaction with supervision	3.7137	3.4792	3.9369	3.8667	.014
Satisfaction with coworker relationship	3.6154	3.3711	4.0405	3.900	.000
Satisfaction with work environment	3.5465	3.3594	4.0169	3.8250	.000
Overall job satisfaction	3.53	3.59	4.14	4.00	.008

Construction employees who have 0-2 years of experience are least satisfied with their salary. Employees who have experience more than 8 years are less satisfied while compared to employees who have experience of 5-8 years.

With regard to satisfaction with supervision, the mean scores for employees who have 0-2 years of experience (mean, 3.7137), employees who have 2-5 years of experience (mean,

3.4792), employees who have 5-8 years of experience (mean, 3.9369), and employees who have experience more than 8 years (mean, 3.8667), these mean scores indicate that employees who have 5-8 years of experience are more satisfied while compared to other employees. Construction employees who have 2-5 years of experience are least satisfied with supervision. Employees who have experience more than 8 years are less satisfied while compared to employees who have experience of 5-8 years.

With regard to satisfaction with coworkers, the mean scores for employees who have 0-2 years of experience (mean, 3.6154), employees who have 2-5 years of experience (mean, 3.3711), employees who have 5-8 years of experience (mean, 4.0405), and employees who have experience more than 8 years (mean, 3.900), these mean scores indicate that employees who have 5-8 years of experience are more satisfied with their coworkers while compared to other employees. Construction employees who have 2-5 years of experience are least satisfied with their coworkers. Employees who have experience more than 8 years are less satisfied while compared to employees who have experience of 5-8 years.

With regard to satisfaction with work environment, the mean scores for employees who have 0-2 years of experience (mean, 3.5465), employees who have 2-5 years of experience (mean, 3.3594), employees who have 5-8 years of experience (mean, 4.0169), and employees who have experience more than 8 years (mean, 3.8250), these mean scores indicate that employees who have 5-8 years of experience are more satisfied with their work environment while compared to other employees. Construction employees who have 2-5 years of experience are least satisfied with their work environment. Employees who have experience more than 8 years are less satisfied while compared to employees who have experience of 5-8 years.

7. Summary and Conclusions

The key findings of the study were that job satisfaction is strongly correlated to the personal characteristics of the employees.

Null hypothesis, there is no significant difference on job satisfaction with age is rejected. The finding of the study shows that age has a significant difference upon job satisfaction. The findings of this study are consistent with Falcone's (1991) study, which found that job satisfaction increases with age. This research agrees with earlier studies, which concluded that older employees tended to be more satisfied with their jobs than their younger employees.

Null hypothesis, which stated that there was no significant impact of gender on job satisfaction in a construction company, is accepted. The results indicate that the respondent's gender did not impact the level of job satisfaction across the genders.

Null Hypothesis, states that there is no significant difference between employees' education and level of job satisfaction is rejected according to the findings of the study. This study reveals that there is significant difference between employees' level of education on job satisfaction. Results show that employees who have their ME are most satisfied with their salary, supervision, work environment and overall job satisfaction. Therefore level of education seems to be an important variable in determining job satisfaction. These findings are reliable with those of Okpara (1996), and Al-Ajmi (2001).

Null hypothesis, that there is no significant difference between employee's years of experience and job satisfaction is rejected according to the findings of the study. The results show that people who have 5-8 years of experience are more satisfied with their salary, supervision, coworkers, work environment and overall job satisfaction when compared to people who have experience for more than 8 years. Employees who have 0-2 years of experience are less satisfied with their salary.

References

- Al-Ajmi, R. 2001. The effect of personal characteristics on job satisfaction: A study among male managers in the Kuwait oil industry. *International Journal of Commerce and Management*, 11(3/4), 91-111.
- Edwards, B., & Eckblad, J. 1984. Motivation the British Construction Industry. *Construction Management and Economics*, 2, 145-156.
- Ganguli, H.C. 1994. Job satisfaction scales for effective Management: Manual for Managers and social Scientists, Concept Publishing Co.
- Jabnoun, N., & Fook, C.Y. 2001. Job satisfaction of secondary school teachers in Selangor, Malaysia. *International Journal of Commerce and Management*, 11(3/4), 72-91.
- Mason, E.S. 1995. Gender differences in Job satisfaction. *The Journal of Social Psychology*, 135(2), 143-152.
- Metle, M. 1997. The relationship between age and job satisfaction: A study among female bank employees in Kuwait. *International Journal of Management*, 14, 654-666.

- Rashed, A. 2001. The effect of personal characteristics on job satisfaction: A study among male managers in the Kuwait oil industry. *International Journal of Commerce & Management*, 11(3/4), 91-111.
- Robertson, I. & Smith, M. 1985. *Motivation and job design: Theory, research, and practice*. St. Paul: West Publishing Co.
- Rogers, R. 1991. The effects of educational level on correlational officer job satisfaction. *Journal of Criminal Justice*, 19, 123-137.
- Spector, P. 1997. *Job satisfaction: Application, assessment, causes and consequences*, Thousand oaks, CA: Sage.
- Zeitz, G. 1990. Age and work satisfaction in a government agency: A situational perspective. *Human Relations*, 43(5), 419-439.