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**“EMPLOYEES ATTITUDE TOWARDS GENDER DIFFERENCES,  
RELATIONSHIP WITH COWORKERS AND THE NATURE OF WORK AND  
IT’S IMPACT ON JOB SATISFACTION AT WORKPLACE”**



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## **ABSTRACT.**

The main purpose of this research is to analyze and determine a deep examination and investigation on the connection between the Nature of work, Relation with coworkers and Gender differences on the level of satisfaction level of employees in the context of corporate sector of Islamabad, followed by a moderating variable which is participative management. Individuals working in corporate sector are considered as the unit of analysis, and the population targeted include the people employed in the corporate sector of Islamabad. The survey sample size of the present research is around 150-200 respondents that are required to fill the questionnaires i.e., with the sample taken from corporate sector through online platform.

Hence, following a questionnaire-based technique, the questionnaires are used as the only method to gather the data from the employees/respondents This is a quantitative and cross-sectioned study which has used survey research method for data collection thoroughly during the process. Hence, to run the descriptive stats and its analysis SPSS was used for the result analysis to propose hypothesis. Other than that correlation analysis and regression analysis was also measured based on the collected data sample. Regression results of the present study specify that participative management have a very minimal upshot on the job satisfaction level of employees further there are other variables that plays a major cause in the context of job satisfaction while the direct relationships between independent and dependent variables have a strong relation. Participative management is undoubtedly one of the better methods to management. But like any other sort of decision-making situations within organizations there are certain limitations. But with context to workplace dimensions applied in Pakistan there are certain limitations too. Further participative management have no effect on the relation with coworkers as the employees in Pakistan follows individualistic approach and prefer to work in isolation or do not take opinions from others.

While issues like Gender differences and nature of work can be enhanced by using the participative management style as it encourages people to contribute to their organization to their fullest potential. A lot needs to be done to identify other impactful variables which can be used by employers to keep their employees engaged and satisfied too. Other than that, the research should be done with a bigger sample to prove, justify and generalize its findings. It can be extended to other regulatory sectors of the country to increase the scope of study. Several other variables can also be used to study the effect on Job satisfaction.

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# **CHAPTER. 1**

## **1. INTRODUCTION**

### **1.1 BACKGROUND CONTEXT**

An Employee interest towards his/her work task directly relates to job satisfaction which can either increase or reduce their motivation, depending upon certain factors. Job fulfillment or satisfaction in workers can be defined as a person's will to put in extra efforts in his or her job for achieving the organizational goals. Research originates that an individual gets promotion because of the positive working attitude or because of his/her knowledge and intelligence. While negative employee's attitude deal in with strike, burn out, poor service, poor quality and performance, and ultimately slowdowns work. Employee satisfaction is important for corporate success and organizations strongly desire job satisfaction from their employees (Oshagbemi, 2013). This Research is aimed at discussing that how employee's attitude affects them and what is its influence on job satisfaction and employee's efficiency which will merely depend upon the nature of work involving their tasks and duties. An employee's job satisfaction portrays a significant part in the organization's success as well as the output it produces to maximize the organizational profit (John, 2018; Yeginsu, 2018). For example, many cases have been observed where the firm saw an increase in employees' performance after fulfilling their desired need at that time which was the Introduction of Pay and other incentives for Individual Performance, for example Lazear (2000) observed an increase of 44 percent in performance and employee satisfaction level after the introducing the Pay raise factor for Individual system of performance, while Gielen (Year,2010) et al observed a 9 percent rise in performance level after similar implication of Pay raise for Individual Performance system. Individuals who have different attitudes, personal needs, values, and interests make it obvious that motivation might be appreciated to them in a different way and individually as many of them have different preferences regarding the incentives, to motivate them and increase their satisfaction level.

Employee satisfaction shows how contented employees are with their specified job tasks and the workplace environment. Maintaining a high morale among them can boost company's performance. Stamm and farrell (1988) assumed that high satisfaction of employees will not only lessen the employee turnover but will also reduce employee



absenteeism, Methods include job enlargement including improvising promotion criteria, employee involvement in decision making process, self-governing work activities and job rotation. On the other hand, investigating gender differences is necessary otherwise it will turn employees emotionally brittle and hence they will become paranoid and angry. Another aspect highlighted is that this research appears to explore the negative impact of gender differences which somehow decreases the motivational level of employees, in all sectors. Here gender is not entitled as only male or only female, it includes both, as the job related to both men and women vary greatly, not only across different sectors but also businesses, occupations, the types of positions and types of firms. There are many other situational factors too which are identified that are responsible for gender differences i.e., based on education, hiring, pay and promotion, marriage, childbearing and working environment. For example, in case of promotion and pay raise, practice of glass ceiling is habitually followed, which is a very common practice by which women are not promoted to higher authority hence this concept is also emphasized repeatedly. The satisfaction level in job is the outcome of an individual's perceptions and assessment evaluation of their job induced by their personal and individual unique set of needs, expectations values (Sempne,Rigar & Roodt,2002).

From the very beginning, employers have been trying to search for factors effecting employees and their performance and organizational performance as a whole. Initially, during the time from mid-90's till 2007, organizational commitment and willingness to put in extra effort were thought of the factors required for organizational success. But as time passed, employers realized that they need to redefine the concept of job satisfaction considering all the factors/Variables affecting their morale, if they want their organization to succeed in this dynamic and rapidly transforming environment. Organizations need to offer great services, maximize customer loyalty, gain higher market shares as well as customer satisfaction and the ultimate solution to this is to investigate the level of worker's job satisfaction and explore the impact of gender differences among them and within the organization. Similarly, Ogbonnaya et al. (2017) stated a positive relationship between coworkers that it leads to job dedication, job satisfaction and trust in the whole management system. Job satisfaction is a behavior that analyzes the impact of three components including the physical, Psychological, and environmental factors. In contrast, lack of job satisfaction outcomes and result in minimal level of employees' loyalty and commitment too.

For all the working people, Job satisfaction is a primary concern. According to Locke (1976) job satisfaction is a pleasant experience for employees of course and or positive emotional status resulting from the evaluation of one's job, nature of tasks and work engagement practices followed. Hence for employees it is obviously important and concerning because of the fulfillment of their basic needs without any biasness's. Meanwhile, Job satisfaction has an effect on the attitudes, opinions and behaviors of people. Heneman and Judge (2000: 85) have concluded that, multiple researches suggest that Job dissatisfaction can affect the working potential and outcomes of employees. Understanding the relationship between job satisfaction and variables affecting them is very important as it can help organizations construct a well-designed strategic plan that not only fosters career success but also employee productivity. This happens so because it will help to create positive and constructive work-associated state of mind among the employees, linking with job satisfaction and high energy level of employees and, all things considered, is a standout amongst the most important aspects in making career growth (Bakker and Demerouti, 2008) and strong personal progress (2012, Sulea et al). Hence, the data that will be generated following this study which will be helpful to all organizations to understand and recognize the level of job satisfaction of workers in any workplace. Also, it will highlight the role of Human Resource Department (HRD) on organizational performance that has the major role to keep employees satisfied. The set of guidelines built on these findings will be beneficial to create a motivated with productive and valuable personnel for the organizational achievement and success by boosting their degree of job satisfaction between them.

## **1.2 PROBLEM STATEMENT**

The study aims to investigate *the impact of Gender differences, Relationship with coworkers as well as the Nature of work on the job satisfaction level of employees in the corporate sector of Pakistan. The relationship is being studied with a moderating variable of Participative management and how it impacts the satisfaction level of employees at different levels.*

Employee satisfaction is very crucial for any company because the output of the company's productivity is directly dependent up on employee's wellbeing. The main problem is to examine how gender differences will have a differentiating impact on job satisfaction level

and various working behavior of employees including the relationship between workers and the nature of work. Hence, here we're focusing on **two problems** that affect employee satisfaction and influence his/her attitude. First is the gender i.e., employees are dissatisfied if he or she is distinguished over "Gender" based factors. Second is job satisfaction in general i.e., employees can be dissatisfied due to many problems e.g., salary, promotion, nature of work, workplace culture, job hunting etc.

The present era poses a significant challenge for organizations, as employees are not as committed to their organizations as the previous generation was. The millennials are more focused on developing their careers rather than sticking to the same organization for a long time due to various working behaviors and job dissatisfaction (Moorman et al., 1993). There is dire need to come up with a solution to retain the employees and improve their engagement level so they would be more satisfied with job roles and duties. Several studies have been conducted to determine the effect of gender difference, Relationship with coworkers and nature of work on Job satisfaction level of employees. Research has shown mixed results.

Some studies support the idea that some employees are positively influenced by these factors as the nature of work, relationship with coworkers and gender differences act as motivators and play a role to accomplish the tasks while others have a negative impact too. Therefore, such studies are needed in order to aid decision making and provide policy guidelines to top management of organizations and HR specialists to explore employees needs and wants and then cater them accordingly, for boosting organizations performance and productivity at the same time.

### **1.3 RESEARCH QUESTIONS**

This study encompasses the following research questions which it intends to answer:

- What is the effect of nature of work and relation with Coworkers on satisfaction level of employees?
- What are the effects of Gender differences on employee's satisfaction towards work?
- How do Gender differences affect the Job satisfaction level of employees within the organizational sector of Pakistan?
- How Relation with coworkers does affect the productivity level of employees?

- How does Participative management play as a moderator in the relationship of job satisfaction, nature of work and relation with coworkers?

#### **1.4 RESEARCH OBJECTIVES**

The following objectives of research are formulated based on the available studies comprehensively tapping gender differences, nature of work and relationship with coworkers.

1. To identify discrimination based on gender and its influence on productivity.
2. To explore how needs of employees such as promotion, salary and facilities provided in an organization has consequence on dissatisfied workers and does it make them contented.
3. To scan the upshots of the assessment.
4. To determine that how well employees' outcomes meet or exceed their expectations.

#### **1.5 RESEARCH GAP**

Past researchers have extensively studied the consequences of job satisfaction and considering all kind of demographic factors, involving the correlation between gender and job satisfaction which is assessed on frequent basis. Though, the results were ambiguous as the comparison between male and female employees were made. Many researches have indicated that gender has an effect on job satisfaction, other studies showed no significant relationship between gender based differences and job satisfaction and some argued that either women are more satisfied then men or men are more satisfied compared to women. However, participative management that involves employee and other work engagement factors has never been studied as a moderator, to examine its differentiating impact on the relationship between these two factors. Work Engagement activities on the other hand depicts the relationship between coworkers and improvise the nature of work task assigned to employees at different levels. Hence, it's always a constructive work-related situation and state of mind that motivates an employee (Schaufeli & Salanova year, 2011;).

Job satisfaction merely depends on Employee engagement and commitment including the relationship between the coworkers involving middle and top-level management. Hence,

effective communication and discussions are necessary not only with lower management but also with top and middle management which includes Board of directors, supervisors, managers, and the CEO of the company. Participative management is required to discuss problems with senior authority so that certain amendments can be made to enhance employee's performance. Hence, the major gap is poor communication between the employee and Upper management who are responsible for the decision-making process. Another dimension of discrimination is the salary gap, women are usually paid less than the men and it affects their job satisfaction. Women may also not feel comfortable while explaining their problems to their male supervisors. Another very common dilemma of society is that most of the organizations have given women an advantage over men when it comes to accusation for harassment, when a woman files a complaint against a man for harassment or any other case she is taken seriously on the other hand when a man files a complaint no serious action is taken.

The main influence of this study is that the impact of participative management will act as a moderator and that gender differences is not regarded as an important driver of women's disadvantage only, it considers both parties i.e. men and women and it will shed light on the missing link where "participative management" is neither an independent variable nor a dependent variable rather it will play a role to explain the process in which the following variables will be relatable, and a clear relationship can be observed between the variables involving job satisfaction level of employees, nature of work, gender differences and relation with coworkers. Also, it will influence the level, direction, or presence of a relationship between variables.

## **1.6 SIGNIFICANCE**

This research is aimed towards the goal to determine the satisfaction level of employees provided different job positions depending upon the factors including the nature of work, relationship with coworkers and gender differences. It is also important for organizations to understand the physical, psychological, and environmental factors and make it easy for management to understand them so that the organization's performance can be improved in a better way and organizational objectives can be achieved in an efficient manner. This research provides a detailed study about the specific factors considering that

affect the job satisfaction and exactly how effectively can the situation be improved in a better way. Another dimension discussed will be related to the nature of work and relationship with other employees within the organization. Likewise, it deals with complex problem of gender differences at workplace, which can help to provide guidelines to the policymakers to make effective plan in related sector for both men and women. Additionally, it adds value on the sector of employee empowerment providing concrete ground to work on. In spite of the fact that increased employee engagement brings great benefit to organization, numerous predictors of employee engagement failed to receive enough research attention (Burke et al., 2009). These antecedents include, authentic leadership (Roux 2010), need for accomplishment (Burke & El- Kot 2010), perceived competence (Llorens et al., 2007), organisational commitment (Inoue et al. 2010), and organizational tenure. Similarly, despite the significance of organizational trust and autonomy regarding numerous job attitudes, few researches have concentrated on the contributory roles of organisational factors, like environment for trust, and individual characteristics, like psychological capital, on employee engagement (Fedor & Werther, 1996; Ellis, & Cesaria, 1999).

The nature of work represents the extent to which the job position and work related to it itself provides the individual with responsibilities, prospects for learning considered as opportunities and personal development and the ability to be accountable for the outcomes. It defines the working nature of employees and the environment, considering employees enthusiasm and willingness to work. Most individuals have a liking and insight for certain tasks and would choose to handle these tasks more efficiently and effectively. One should make sure that he/she is choosing those companies where they get to apply for the positions that can enhance their KSAOs i.e., the skills, abilities, and knowledge to their fullest ability. Latest research has originated that such job originalities and job complexity facilitate the connection between both the behavior and job satisfaction as long as you have a clear idea about the role, and also if the resources and other necessities of employees' jobs are met, then they tend to be content. In addition, employees always assert job satisfaction as if the job involves task variety, freedom of choice, challenge, and scope of using the KSAOs (Knowledge, Skill, Abilities and Other personal characteristics). For each working individual, job satisfaction or the desire to do the job has a different meaning. There are several other factors that has an influence on the employees' level of satisfaction. Hence, the nature of work completed by employees have a very significant role and influence on

the job satisfaction level. It is dynamic for an employee to come up with that level of satisfaction which can be attained from the role that he or she is doing. The other objective of this research is to investigate the impact of gender on employees' satisfaction at workplace.

It is also important to examine and in depth investigate about the persisting problem i.e., Gender inequality leading to the differences in individuals which are being treated mischievously. And it has afflicted women for an extensive period, but it must also be noted that while discriminating women is recognized, there are some men who have had to deal with this issue too either in case of promotion or compensation issues or comparison, disapproval to their hard work, job Hunting and etc. The findings will be very supportive to the facts and to develop a productive and inspired personnel with high motivational level for organizational support and success and will attempt to determine the observed empirical factors that helps to determine that either the satisfaction level of employee's and whether the gender of employees identify any variances and differences in their levels of satisfaction or not.

## **1.7 CONTEXUAL OVERVIEW**

The Area of Research is the corporate sector of Pakistan as it is considered the limelight of the whole business sector. It includes the banking sector, private sector, and government sector as well. Banking was introduced in the country with the establishment of State Bank in Pakistan. It was initially responsible for the development of commercial banking in the country and maintaining the monetary stability so that the economy could prosper in the newly found state. Later on, other banks which included Habib Bank, Allied Bank and National Bank were established and started their operations in the country. Banking sector is now one of the fastest growing and a major employment provider of the country. While the corporate sector is that part of business that is concerned with transactions of different firms or enterprises. Business receive revenue from supply of goods and providing services and control the workings of the economy through their use of, and payment for and different investment decision which help them to make profit. Hence the corporate sector, all together with involvement of personal sector and financial sector (includes Banking sect), constitute the private sector i.e., the public (government) region.

The reason for choosing corporate sector of Pakistan for this research was its relevance to the research and its dynamic nature as the employees belonging to different organizations go through different experiences and are considered as valued assets. If they are fully satisfied with their jobs this will make more, which will be profitable to the company and business as a whole as well hence in this competitive situation it is essential to know the views of employees towards their job. Another major characteristic of corporate sector is the rate of employees switching their organizations due to their dissatisfaction level, nature of job and workload. This trend is very common in the corporate industry. Employees tend to switch from one company to another firm especially workers having small scale jobs as soon as they get stressed and uncomfortable with the working environment. There can be a lot of reasons for this. As their nature of work leads to stress, pay is highlighted as one factor of highest consideration when someone chooses a job or switches from one job to another, to explore how needs of employees such as promotion and facilities provided in an organization has a consequence on dissatisfied workers. Gender differences are also identified in this sector as in the discrimination in career development, Hiring, reward systems, employee appointment, training, and development activities whether they are female or male employees.

Therefore, when people are dissatisfied with their job tasks and environment, the motivational level also tends to become lower. This effects their enthusiasm to work, job satisfaction and overall performance.

## **1.8 Proposal Division**

The proposal is organized as follows:

**CHAPTER 1: *includes the Introduction part:*** It provides an overview of background of the study and brief discussion on the research problem linked with research objectives, research questions and theoretical framework is also proposed. In addition to this it also explains the contextual overview. Problem statement is also highlighted.

**CHAPTER 2: *includes the literature review:*** It presents by highlighting some major concepts in detail. It sheds light on the past literature reviewed on job satisfaction and its effect on gender and employee working behaviors. Then, there is brief discussion about the prior research on the case directing towards the topic related to gender differences and job satisfaction in which it has displayed an empirical study on an Airline Industry of Iran, and



which is then followed by the discussion of hypothesis and proposed theoretical framework.

**CHAPTER 3: *includes the Methodology section:*** The chapter first concentrates on the purpose of the study and research paradigm of the study, indicating the unit of analysis, number of respondents, sample size and testing technique for sampling and size of the research. In the end it includes the ethical considerations.

**CHAPTER 4: *includes the Data analysis tools:*** It describes and analyzes the collected data. It begins with the analysis of the factual statistics of the filled by the respondents and the key variables of the study highlighted. It then reports and explains the results obtained from scale reliability test, correlation, and regression analysis. Towards the end it discusses each of the hypotheses.

**CHAPTER 5: *includes Discussion:*** It discusses the results obtained in detail.

**CHAPTER 6: *includes Conclusion and Recommendations:*** It concludes the study by highlighting future implications. The chapter also offers a number of implications for future studies.

**CHAPTER 7: *includes Reflections:*** This chapter discusses the research experience and the knowledge gained from. Personal experience while conducting the research is studied.

**Note:** Questionnaire survey is attached in appendix.

## **1.9 Conclusion**

In this chapter, research problem statement, research gap, research objectives, research questions are highlighted in detail. The next chapter sheds light on the relevant literature reviewed.

## **CHAPTER. 2**

### **2. LITERATURE REVIEW**

#### **2.1. Influence of job satisfaction on Employee productivity:**

The notion of job satisfaction was first explained in detail, from the Hawthorne studies in early 1930s, the outcome was that the sentiments of employees based on their emotions can drive their working performance and behaviors dependent upon various variables. Other than that, societal relationships and other emotion-psychological factors also contributes as the primary cause of job satisfaction and efficiency in employees resulting in positive output. Job satisfaction is the most explored variable in the literature due to its importance in organizational managerial behavior. Different background studies and theories about job satisfaction can be found in literature like Maslow hierarchy, Discrepancy theory, two element theory also known as Motivator-Hygiene Theory and the Job Characteristics framework. According to Nelson (2006) an employee's satisfaction is invaluable. The frustrated or employees having low morale negatively affect the willingness to do the job but environment also plays a huge role in it. The unsatisfied staff are less devoted to the organization which will ultimately affect their performance and eventually the performance of the corporation too. With an increase in competition, firms have recognized and predicted the importance of employee's satisfaction and performance and are developing their resources as well as human resource center to compete in this global competitive market.

According to Farrell and Stamm, employee satisfaction in an organization is directly related to employee productivity. The more satisfied employees lead to low absenteeism and stress, which improves employee job satisfaction and hence, increase the profits and productivity in an organization (Ajayi, 1998; Chimanikire al et., 2007; Williams, 1998). Major causes of Job satisfaction are social and psychological factors that influence employee's working behaviors. (Robbins, 2002), which means that the desire to improve satisfaction among employee can be directed as internal factors within the organization.

## **2.2 THEORIES OF JOB SATISFACTION**

### **2.21 Content Theory**

This theory explains that all needs of employees are same in every organization. Basically, this theory focuses on fulfilling basic needs of employees, it will motivate them to work properly and increase in productivity. (Nel et al, 2004).

### **2.22 Process Theory**

According to process theory, job satisfaction of an individual is based on his/her expectations and values and how they are met in job to boost up productivity. Expectancy is the belief that if the effort of employees will be increased, it will lead to increase in the performance.

There are 3 factors which are as follows.

- Personal needs motivational drive to behavior
- Employees behave in organization according to their needs and wants
- Employees' expectations with organization are also the reason of their behavior.

### **THEORIES EXPLAINED:**

There are many motivational theories that evolved throughout the last 70 years. These theories are important to build a better workforce of an organization. These include Maslow's hierarchy of needs theory, Herzberg's two factor theory, Discrepancy theories, Adams equity theory and McClelland's need theory, etc. There are theories; feminist theory, gender equity theory, to describe the nature of gender differences too.

Checking the Herzberg's two-factor theory Herzberg, & Snyderman Bloch, 1959 Mausner, indicators of job satisfaction including the work nature, income salary, career advancement, checking on employees, work environment, supervision etc. are usually divided into two groups that is extrinsic (hygiene) and also includes the intrinsic (motivational) factors. Hygienic factors measure the level of employees' discontentment and can be considered as the necessary measures and situations for job satisfaction. Only if these factors are

sufficient, should the motivational factors be underlined in order to increase the level of employees' job satisfaction (Robbins & Judge, 2017). In that regard, the most important intrinsic factors are individuals personal achievement, recognition, and work itself (Herzberg, 2003). Herzberg's theory was built upon two separate sets of conditions, satisfiers and dis-satisfiers. Herzberg's two factor theory is based on a study of accountants and engineers. As a result of this study, it identified that job satisfaction was associated with positive intrinsic sources related to the content of the job such as achievement, recognition, work itself. Job dissatisfaction stemmed from negative extrinsic sources relating to the context of the job such as company policy, administration, supervision, salary, recognition and relation with supervisor and peers which were labelled as hygiene factors (Wickremasinghe, 2011).

Abraham Maslow proposed that employees' needs determine their level of job satisfaction and classified human needs into five different levels such as physiological needs (eating, drinking, resting, etc.), security needs (pension, health insurance, etc.), the need to love (good relation with the environment, friendship, fellowship, to love and to be loved), need for self-esteem (self-confidence, recognition, adoration, to be given importance, status, etc.) and need of self-actualization (maximization of the latent power and capacity, development of abilities, etc.) (Maslow, 1943). Herzberg's two factor theory and Maslow's hierarchy of needs theory are in contrast.

The Discrepancy theory describes that job satisfaction is a result of a comparison between the perception of the current situation and some standard of comparison (Boyd, Huang, Jiang, & Klein, 2007). Adams equity theory suggests that persons who work in an organization compare themselves with others in an equivalent position to determine if they are being treated fairly. Therefore, there are various kind of research done by scientists in various part of the world that show and support the fact that there are a large number of the factors that are playing a very vital and an important role in affecting the job satisfaction. These parameters or factors can be related to the organization called as the organizational factors followed by the work environmental factors, personal factors and many more.

As according to previous Research presented by Sadegh Rast and Azadeh Tourani (Vol. 3 No. 7; April 2012) that was relatable to gender differences and job satisfaction too in which it displayed an empirical study at an Airline Industry of Iran. The case study was given to employees of 3 private Airline Organizations in Iran. It only chose 3 private organizations

that have more than 200 employees which are known to be large private organization. The method of cluster sampling was used to collect information from the answerer. For survey, almost 912 employees were asked to fill the questionnaires manually and by email as well. Questionnaires is the best instrument for measuring job satisfaction and considering this method, it is more accurate tool to collect information about the responder who have already filled the questionnaires and these were made in English then later translated in Persian, so people of Iran can easily fill them. According to target, only 328 people responses and returned. And incomplete number were around 315.

In Iran, work environment of company policies was different from other countries. Questionnaires were made on the bases of detail information from students and employees of airlines and by studying research done on it previously. The questionnaires were made with multiple choices in which there are general demographic data and employees satisfaction facets. Then further to ensure that result of questioners is accurate, 20 employees performed pilot studies.

## **2.23 LEVEL OF AIRLINE EMPLOYEE SATISFACTION**

The research has concluded that employees of all three private airlines are not satisfied by the compensation and Promotional opportunities; however, they are more satisfied with the supervisor and other facets. It's extracted that when it comes to compensation for employees, they are not provided with enough compensation for the services that they provide.

After conducting an independent T-test of finding the empirical relation between gender and employee satisfaction the researcher has found that there is a very slight relation between the gender and employee satisfaction, but if we want to apply the same research to Pakistan then this is not applicable because the reality and environmental dynamics are extremely different therefore this study cannot be applied to other countries which is also a restriction of this findings.

## **2.24 DETERMINANTS OF JOB SATISFACTION**

The author has mentioned that the satisfaction level of employees within organization is influenced by many variables but the ones that affect most are mentioned below. This research also emphasized on the job satisfaction based upon demographical difference i.e., Gender. Gender difference is also one of the most highlighting features of this base article. These facets play a vital role in shaping the experience of workforce and their satisfaction level is also determined by the kind of relation they have with their supervisor, Co-workers, the compensation they receive against their services, recognition received by their seniors, their career pathway, and the nature of task if it is aligned with the interest and the personality type of the individual.

## **2.3 Variables**

### **Nature of Work**

This is one of the environmental factors as this directly affects employee's satisfaction, for instance if the job is complex and the employee doesn't have sufficient knowledge and skills to perform, he will lose his motivation due to inability to understand the context of the job and hence, his interest from job will also be reduced. Other than job being complex, another factor that falls under the domain of job nature is personality alignment with the nature of the job. Hence, work engagement is very important to eradicate dissatisfaction. Similarly, this field involves various work engagement activities, since first presented by Kahn (1990), has been viewed as a growing, advancing, and important idea for positive organizational change and a predictor of positive attitude of the employees, their behavior and well-being in the working environment (Authors: Shantz et al., 2012, Hakanen and Schaufeli, 2012; Shimazu et al., 2015; Inn strand et al., 2012; Yalabik et al., 2013) and is required to continuously acquired a high amount of consideration from the fields of human resource development (HRD), occupational science (Saks and Gruman; 2014) and organization growth (OD), industrial and organization psychology, and organizational behavior in business (Kim, 2012; Saks, 2006; 2011; Wollard and Shuck).

For instance, of a person who is not good at interpersonal communication is given a job of a Salesperson then he may not perform well, and this will ultimately lead to job dissatisfaction. Therefore, it is considered as one of the major and primary factors that have an influence on the satisfaction level of employee which according to the model is directly related to the nature of work as well.

## **Relationship with co-workers**

When an individual has friendly environment and welcoming culture then he/she will have more affiliation with the company and tends to be more satisfied compared to the employees who interact less with the co-workers. For example, considering the scenario of supervisor and employee relationship; In this case when the supervisor has the full autonomy in the decision-making process then employees won't have the liberty to express their ideas and they also have a feeling that their contribution will not be valued which will ultimately cause dissatisfaction. Therefore, they will not show any interest in work and are less satisfied. Contrary to that a supervisor with a democratic leadership style will lead to employee satisfaction due to more participation and appreciation by the manager as they will be on the same page.

**Work engagement factors:** The concept of employee engagement is often promoted by human resource consulting firms and is now being accepted by academic community (Macey & Schneider, 2008). Research on engagement by (Kahn, 1990) depicts engagement as personal engagement which refers to state in which employees feel an emotional association with their job and have leaps and falls in their work experiences. Along with activities that can be seen, such as going above and beyond the to fulfil the job requirements, being proactive, adaptable, and expanding one's work position, employee engagement also alludes to a psychological state like job commitment and involvement (Macey & Schneider, 2008). Another form of engagements state engagement which has been defined as inclusion of dedication, absorption and 12 energy Put in one's work (Schaufeli et al., 2006), while active engagement is high levels of activity, initiative and responsibility (Dvir et al., 2002). According to (Macey & Schneider, 2008), employees' engagement is a preferable condition alongwith some organizational purpose and suggests commitment, enthusiasm, engagement, and passion. Therefore, it has behavioral as well as attitudinal components. They believe that employees' behavioral engagement is different

from their state of engagement which is a critical distinction because psychological outcomes are personally relevant and might not contribute to performance and career success. The state of employee's engagement is different from behavior engagement observed by others which can be used to direct future actions, such as reinforcement and encouragement. If employee engagement can be construct in multiple ways or has different dimensions of same construct, then to overcome the high inter dimension co variation, measures are needed as found in previous studies by (CHRISTIAN et al., 2011).

### **Gender Difference:**

Gender differences in the workplace typically stem from social factors, which influence the behaviors of men and women. Many legal issues stem from men and women being treated differently or unfairly in the workplace.

Susan et al (1998) have focused on the workplace gender discrimination rational bias theory. According to this theory, decision makers may choose to discriminate if they believe that their superiors or others having power over their careers expect or prefer it. The findings of their research showed that businessmen discriminated women and people at the top of the organization are most biased against women than people at the bottom. Their study has also confirmed that management support discrimination, though those discriminations were less than the findings of earlier research, reflecting increasing equal opportunity. It was also confirmed through their research that the discrimination is more because of external pressures than from internal.

Several employment and labor laws govern gender discrimination and prohibit workplace practices that treat a particular sex unfavorably because of gender. For example, the Civil Rights Act prohibits employment discrimination, such as hiring, firing or refusing to promote an employee because of Gender.

### **Relationship Between the Variables:**

- **Job satisfaction and Nature of work:**

One of the most effective factors on job satisfaction is job enrichment and as Harland refers through enriching the nature of job it is possible to improve motivation and interest in job is increased. Hakman and Oldaham (1980) referred to 5 interior aspects including: diversity of skills, identity of duty, importance of duty, independence and feedback. Several factors are effective on structure of job and job



satisfaction that are including: interior environment, exterior environment, specific job duties.

- **Job satisfaction and Relation with Coworkers:**

(Herzberg, 1966). Herzberg's motivation-hygiene theory describes how relationship with peers affects an employee's job satisfaction by placing the relationship with peers as a hygiene factor. Relationship with peers is dependent on motivators to achieve job satisfaction. The motivators give an employee a sense of being valued. This intrinsic satisfaction leads to overall job satisfaction.

The most important motivators are achievement and recognition. Relationship with peers involves aspects such as cooperation, team spirit, support, trust, exchange of information and atmosphere among peers. Cooperation is communication with and support for other members in a workgroup, the feeling of working together and pitching in to achieve what the task demands. This in turn improves an individual employee's performance and increases his or her satisfaction

- **Job satisfaction and Gender difference:**

Over the past decade, the study of gender differences and the workplace has gained widespread attention. Previous research has shown that there was no such variation or change in the satisfaction level of both male and female employees but if we apply the same results to Pakistan then this research is not applicable due to the different workplace dimensions in Pakistan and with the help of this research its main role can be analyzed. Women are often found to be relatively happy with their job. Most previous studies indicate that women's job satisfaction is either significantly higher than men's or no significant gender differences are detected, while studies hardly detect higher job satisfaction among male workers (e.g. Clark, 1997; Long, 2005; Kaiser, 2007).

Gender inequality leads to the differences in individuals which are being treated mischievously. And it has afflicted women for an extensive period, but it must also be noted that while discriminating women is recognized, there are some men who have had to deal with this issue too either in case of promotion or compensation issues or comparison, disapproval to their hard work, job Hunting and etc.

- **Job satisfaction and participative management:**

Kim (2002) suggested that the participative management style is positively associated with the job satisfaction. He conducted a study in the context of involvement in decision making, participative strategic planning processes and effective supervisory communications and concluded that all of these are positive predictors of job satisfaction.

Cockshaw et al. (2013) demonstrated that workplace belonging affects mental health outcomes in ways distinct from general belonging. Other studies have since supported the finding that workplace belonging can provide positive outcomes for employee mental health (Armstrong, Shakespeare-Finch, & Sochet, 2016; Jena & Pradhan, 2018). The basic concept supported by the management theory is to develop the coordination among the employees of an organization or in other words to coordinate the human resource to increase the productivity through the development of human capital; Powell and Schlacter (1971).

## 2.4 THEORETICAL FRAMEWORK

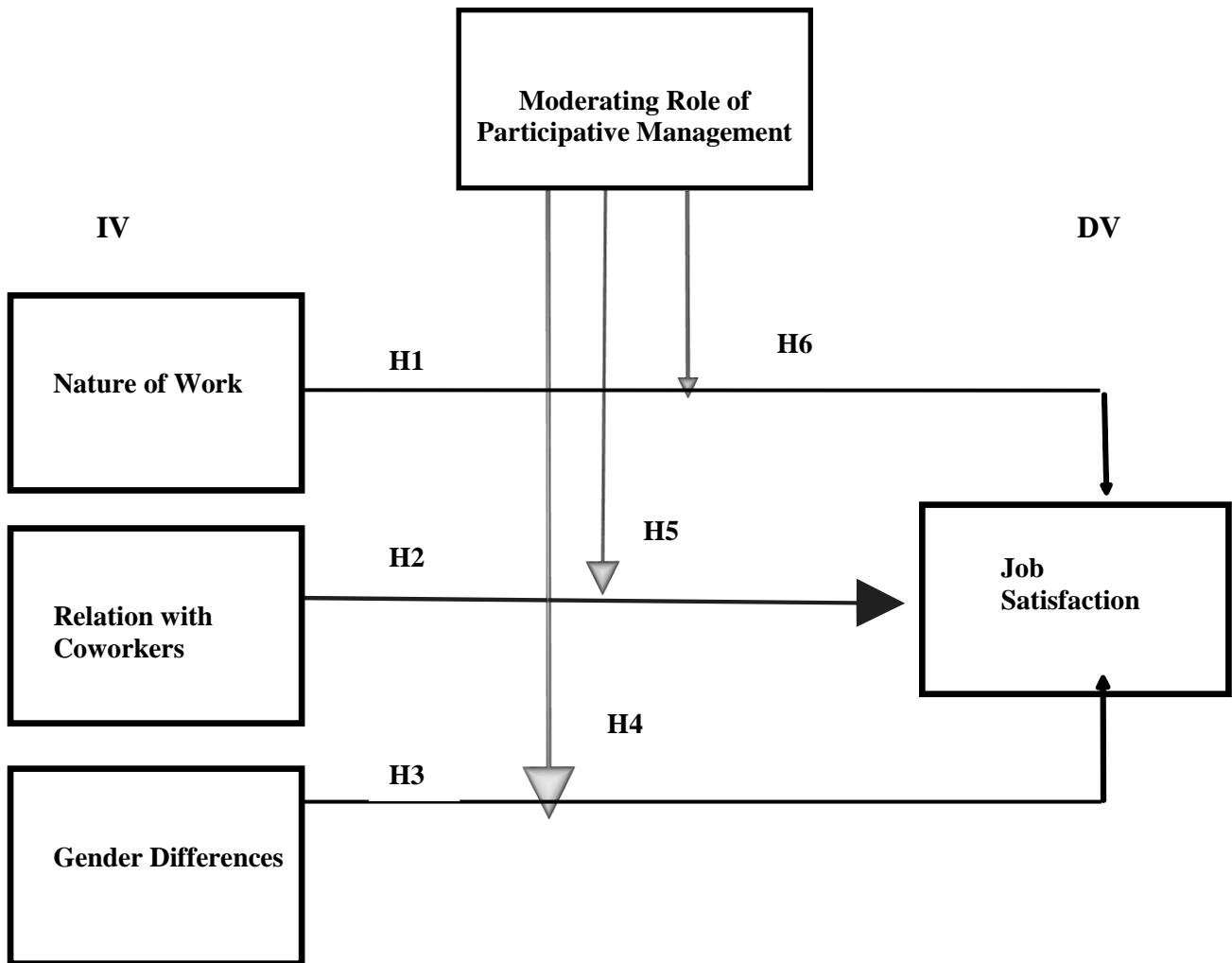
The term theoretical means a collection of different thoughts and ideas that are related to a given subject and frameworks can be described as an analytical concept in artifact which gives a very concise, formal, mostly graphical, and shortened version of a larger conception (Despres & Chauvel, 2000; Coffey & Atkinson, 1996). A theoretical framework can be described as an illustrative model which consists of the variables of research, their dimensions and relationship with each other that explains the phenomenon being studied (Graham, 2007). It helps the researcher by providing directions about undertaking the research for achieving predetermined aims and objectives. This chapter will present the theoretical framework used in this research, its background and the variables used. In common, a theoretical framework includes a number of different variables, including their measurements and components that effectively explain the whole phenomena considered is highlighted (2007;Graham). As suggested with the saying of both (2003;jarvleinand Wilson) “The theoretical framework offers a functioning approach, a system containing general, key perceptions and their interrelationships”. It also prevents the investigator to move in the direction of attaining pre-determined set of targets, research objectives, doubts and issues.

The study has assumed the model of survey research of Marasinghe, Anusha wijayaratne (2018) published by university Librarian Association of Sri Lanka according to which the main agenda was to evaluate the consequence of gender differences between the male and female university experts in Sri Lanka and on the job satisfaction among the qualified staff with three major parameters namely; work nature, Coworkers and gender differences. Here too job satisfaction was considered as the dependent variable. Adio and Popoola (2010) explored that there was a significant connection between gender and career commitment of librarians while others were frustrated as well as displeased with working conditions, job appreciation, security, and accountability. The assessment research and model design were implemented for this study following a quantifiable approach.

The theoretical model of this research is shown below. Nature of work, Relationship with coworkers and gender difference are the independent variables, while job satisfaction is the dependent variable and participative management plays a moderating role.

**Framework:**

(Source: Journal of the University Librarians Association of Sri Lanka, Vol.21, Issue 2, July,2018)



**Figure 1**

## 2.5 THE PRESENT STUDY

### **The effect of Nature of work, Gender difference and Relation with Coworkers on Job Satisfaction:**

Based on the theoretical framework presented above, this survey aims to study the impact of nature of employment, gender difference and relation with coworkers on job satisfaction with a moderating role of participative management. As illustrated in the theoretical framework, six relationships have been established on the basis of which six hypotheses will be proposed. The first one being the direct effect on dependent variable “job satisfaction”, second and third have the same nature as previous one. In the fourth one participative management act as a moderator between gender difference and nature of work. While H5 and H6 are directly linked to the Dependent variable i.e., job satisfaction considering the moderator i.e., participative management. The six effects have been shown in theoretical model.

First, the direct effect of Nature of work on Job satisfaction will be observed. Nature of work is predicted to have a motivational effect on job satisfaction level of employees i.e., a positive relationship (Perry and Engberg, 2008; Gerhart and Fang, 2014). The variables would directly be linked with each other which means the higher the work flexibility on work performance the higher the satisfaction level will be. Thus, the following hypothesis being proposed

***H1. Nature of Work; is positively related to the Job satisfaction***

Second relationship displays the direct link between the Relation between coworkers and job satisfaction. It depicts that there is a positive correlation between the participation or involvement of each employee who is involved in the decision-making process and overall satisfaction and performance (Kim, et al., 2017). Many studies emphasis on the importance of coworker supportiveness and its impact on job satisfaction and job performance level. Thus, the following hypothesis is being

proposed as.

***H2.** Relation with coworkers; is positively related to the Job satisfaction*

Third, there is a direct connection between Gender differences and job satisfaction. Job satisfaction, as a result, is considered to be the most distinguishing difference between what is expected and what concepts are obtained by an employee either male or female according to their thinking. Job satisfaction as a whole depends on what an employee anticipates from his or her job and what he or she actually discovers and learns from it. Specifically, high expectations which are met with higher job outcomes have strong and special effects on increasing the job satisfaction, while lower expectations met with lower job outcomes which have strong effects on decreasing job satisfaction. Nevertheless, higher expectations met with lower job results have strong impacts on increasing the level of job dissatisfaction and lower expectations met with lower job outcomes have strong effects in decreasing job satisfaction (Kinman; 1998). On this basis, the following hypothesis is being proposed.

***H3.** Gender difference is negatively related to the Job satisfaction*

Next four hypothesis discovers the relationship among participative management and all other variables. Here, participative management act as a moderator, in the background context of the strategic planning and job satisfaction in organizational sector. It depicts the use of a participative management style and perception of different employees of participative strategic planning processes which are positively associated with high levels of job satisfaction of all employees. Participative management leads to successful supervisory communications in the perspective of the strategic planning process by top management by consulting the low and middle management too, hence they are positively associated with high levels of job satisfaction. Therefore, the study suggests that the moderator participative management that integrates effective supervisory communications which helps to enhance employees' job satisfaction as well.

*H4. Participative management act out as a moderator in the relationship of Gender differences and JS.*

*H5. Participative management act out as a moderator in the relationship of Relation with Coworkers and JS*

*H6. Participative management act out as a moderator in the relationship of Nature of work and JS.*

## **2.6 Conclusion**

In this chapter, past literature on the relationships of job satisfaction with various withdrawal behaviors is explained with theoretical concepts and prior research views. The next chapter will put emphasis on the research methodology. It illustrated the theoretical framework adopted and adapted for the present study. This section also presented the background study of model and an explanation of the dependent and independent variables and their relationships with the moderator as well. The next chapter will provide a valid and logical analysis behind the six research hypotheses which are developed for the study.

## **CHAPTER 3**

### **3. RESEARCH METHODOLOGY**

Methodology provides an outline of the research. It provides insights about how the research has been conducted and that what type of research it is. The research problem is not very new, it has been studied by quite a few researchers already and a good piece of knowledge already exists related to this problem in several research. This study is depicted as a systematic and methodical and a well proposed procedure that is constructed to investigate a particular problematic area that calls for a either a solution or a purpose. Therefore, the research process follows a series of specially designed stages in logical order to accomplish this goal (neuman,1997).

For the logical review of the topic, primary data is always collected by the researcher himself. As stated by (Dana Lynn Driscoll, 1999), the primary statistics is the data which is gathered by the researcher himself. It is compiled as a result by surveys but also has many other forms. Many authors on research techniques have listed certain sources of data from which it can be collected while others tend to classify them in certain categories. One approach of classifying the broad types of the source of primary data can include various categories including the Surveys, studies, trials, by observing, questionnaires based, focus groups, interviews, etc. Nowadays, one of the main and most used sources for primary data collection are the questionnaires provided to respondents. The survey method contains first-hand evidence and info is collected by a researcher themselves; It is collected for the first time which portrays it originality. It is unique and more reliable.

This study aims at classifying the impact of gender, nature of work and relation with coworkers for the level of job satisfaction of the employees working in corporate sector including the public (government) and Banking sector of Pakistan including all level of employees, the middle and top-level management presently in the workforce. There are many factors influenced for the job satisfaction. In this study, only three key elements or variables have been selected considering the nature of work, relation



with coworkers and gender differences which are the main constraints, that affect job satisfaction. Also, the current study will help in identifying the impact of participative management which will act as a moderator between the dependent and independent variables, which have not been attempted to study by the previous researchers. These three key parameters have been treated as independent variables whereas job satisfaction as the dependent variable. The independent variable is the variable the experimenter manipulates or changes and is assumed to have an instant effect on the dependent variable (Edwards, Jeffery, 1995). The dependent variable is the variable being validated, tested, and measured in an experiment, and is 'dependent' on the independent variable as well which is then verified. To review the topic in-depth many learning and instructive databases. Websites/journals were discovered to have an outline and for further insight of the topic in general. Once a basic understanding was developed, the study was further explored and developed. In the first part, Google scholar was used in analyzing and researching various journals. For the efficacy, a strategy was formulated appropriate and relevant keywords were used to search the database relevant to the topic. Keeping in mind the main topic highlighting job satisfaction and gender differences, the articles were examined and searched thoroughly and were then further cross-checked too with the help of the reference list which were stated at the end of each paper to determine the authenticity and eligibility of the source and if it is in alignment to the topic. Also, their authors were mentioned during the whole research.

Another database through which articles were obtained was Bahria University library resources through which sites like **JSTOR**, **Emerald**, **Springer link**, **Taylor and Francis Journals** and **SAGE publications** were retrieved for further research and in-depth study of the topic was conducted. Moreover, to ensure the quality and reliability of the journals, mostly peer-reviewed academic journals and prior thesis completed by students were extracted from various sites as mentioned above and library resources. A benchmark was set for sources to be used in the paper defining the criteria. Firstly, the research questions and the source had to be in placement aligned. Second of all, the topic and the study had to have a similar theme. Moving on, the peer-reviewed journal and prior work done on the topic was given the high ranking priority and lastly, the articles from the internet were obtained from known sites and the ones published by the

professionals in the fields.

Every part of the literature review after a thorough and systematic way is connected with the help of a given mandatory methodology that is applied. This connects up with the research questions to the overall paper giving an intuitive meaning to the topic highlighting the insights. But on the other hand with the help of primary data, the findings and analysis have come through in a very authentic manner, but on the other hand the process is time consuming too (Windle, 2010, p. 32) and not a very cost-friendly (Nicol, p. 54) way to reach to a decision. However, sometimes the primary data might contain mistakes, it's not always error free (Emma, 2008) which cannot easily be neglected or overlooked, and hence as data is collected individually, there is no control over what data set it contains as it cannot be replaced or modified entirely. Besides that, the assessment can be limited due to no knowledge of how the data collection process was accomplished or how well was it carried out (Ashley, year, 2019).

### **3.1 Research Paradigm**

In 1994 Guba and Lincoln stated that the “research paradigm is displayed as a structure or collection of some basic theories about the nature of authenticity that the researcher needs to recognize the interconnections between variables and to identify suitable methods for performing this research”. The research follows a quantitative approach. Quantitative, also used as positivist approach, is a widely used research paradigm. The research has collected primary data through questionnaires and then tested it through applying different statistical tests.

### **3.2 Data Collection**

This research has used a survey-based methodology for collection of data i.e., getting the questionnaires filled by respondents. It is a common method in quantitative studies in business research. Its objective is to collect large volume of data in a short span of time (Manning, 2006). It is economical, reliable and an effective way of data collection.

It is a common technique used in both descriptive and explanatory research. Hence, for three key purposes of the present study uses a self-administered survey consisting of four sections in form of related questions i.e., 4 items each on the basis of which it will result in the answers to the research questions and to check the hypotheses as well. Firstly, assessment of this research will accelerate a rapid, precise and reasonable collection of information regarding a population sample you have chosen 2003,(Zikmund).Therefore, out of this different and numerous techniques of data collection in survey research, the survey form is one of the most commonly used method in 2000; (Saunders et al). The questionnaire therefore is a cost-effective resource of pulling together the feedback and responses of individuals in a large section (2006; Manning). While considering the quantifiable research, questionnaire is an extremely applicable instrument owing to its very well established and standardized model following strategies.

Survey based method was implemented through the use of a questionnaires. The questionnaire uses a set of standard questions which are asked to be filled by a set of respondents. It is a very cost-effective method for collecting data. This research performed all data collection activities by the personal visits of researcher herself for collecting data and testing research hypothesis. The scales used for measuring variables and developing the questions for questionnaire, have been defined in detail in the next section. Hence, the data is collected through self-administered questionnaire method. Already measured instruments are used to design questionnaire to make it sure that data is reliable. The questionnaire includes four sections.

### **3.3 Population and Sample**

Hair et al. (2003) defined population as the complete set of the elements a researcher wants to study. While sample is the subset of population which is selected to be studied by the researcher. As it is not possible to study all the factors of a population, the researcher selects a sample which represents the whole population, and its results can be generalized for the population. Hence, all personnel including top to lower

management employees from the different companies in the corporate sector in Islamabad, make up the target segment of the current study. These employees include representatives, officials, assistant supervisors, administrators, directors, and vice presidents. The investigator believes that the workforce included at any of these different employment and occupation levels is completely aware with the research problem and variables being examined.

Here estimated population of this research are the employees working in the corporate sector of Pakistan; specifically, those who have contract-based jobs or are set for until the probation period is over. While the sample selected for this research are the sectors including employees of corporate sector, some major banks in Islamabad, Government (public) institute in which currently I'm working in.

### **Unit of Analysis**

Newman (2006) defined unit of analysis as the basic component to be used while determining variables of study and who to conduct the research on. In this research the units of analysis are individuals who are working in corporate sector specifically. The data will be collected these individuals belonging to different firms and will be studied according to their perspective. Thus, the unit of analysis of the present-day study are the individuals.

### **3.5 Moderation**

A moderating variable affects the intensity of the relationship between the independent and dependent variable in the process of data analysis. It is used to study the relationship in more detail and with more accuracy. When a moderating variable is being used, the relationship between the independent and dependent variable is strong, but most often it is thought when there is an unexpected weak or unpredictable relationship between the two variables (Kim et al., 2001) as well.

This research uses a moderator to study the effect of moderating variable on dependent and independent variables. Participative management is the moderating variable which is supposed to moderate the relationship of pay for Job satisfaction and gender differences, nature of work and relation with coworkers. Studies on participative management practices have primarily focused on their positive motivational effects and how employees' commitment to a decision increases when they can be a part of the decision-making process (Coch & French, 1948; Latham, Winters & Locke, 1994; Vroom & Jago, 1988).

### **3.6 Measures**

The questionnaire designed will consist of four parts. The first part will be about the job satisfaction and second about the gender differences only. Options are given from 1 that would be strongly disagree extended to point 5 that is strongly agree the respondents would be required to mark the score they think best fits them.

The third part of questionnaire would be about the relationship with coworkers which uses the same scoring as part one this method uses Likert scale of questionnaire. This uses a 5-point scale. The fourth part links nature of work with same scoring technique. This also uses the 5-rating scale from strongly disagree to agree.

### **3.7 Scales for measuring Variables**

Following are the details about the scales used for measuring research variables. While their reliabilities have been checked using Cronbach Alpha.

- 

#### Job Satisfaction

For measuring Job satisfaction, it will be measured by 4 item scale. The scale consists of four questions which are: “Generally, I am satisfied working in this organization?”, “This is good place for personal development?”, “The job is very well organized and coordinated?” and “The organization is better place to work compared to other organizations?”. A 5-point scale has been used to get answers for every question. It

stretches from (1) Strongly disagree to (5) Strongly Agree according to the scale chosen.

- Nature of work

This variable represents how much the nature of task depends upon his or her performance. It will be measured by 4 item scale. The scale consists of four questions which are: “Do you enjoy what you do at your job?”, “Are you able to balance work priorities with your personal life?”, “Are you able to balance work and family responsibilities?” and “Do you feel that there are any factors that contributes to stress at work’. Respondents will answer on a scale of five-points that is varying from Strongly Disagree (1) to Strongly Agree (5). The consistency of the scale was tested and found out to be very high thus making it suitable for use.

- Relation with Coworkers

For measuring Relation with coworkers, again it will be measured by 4 item scale. The scale consists of four questions which are: “I receive the respect I deserve from my colleagues?”, “I have confidence in judgment of senior management”, “The management appreciates my suggestions and leadership?” and “I am Encouraged with my involvement in Decision making process?”. A 5-point scale has been used to get answers for every question. It ranges from (1) Strongly disagree to (5) Strongly Agree.

- Gender Differences

For measuring Gender Differences, it will be measured by 4 item scale. The scale consists of four questions which are: “Do you feel that there is gender discrimination at your workplace?”, “Do both men and women get paid the same amount of money for the same job at your workplace?”, “Do you feel like you must work hard at your job because of your gender?” and “Do you feel that men get promoted more than women at your workplace?”. A 5-point scale has been used to get answers for every question. It ranges from (1) Strongly disagree to (5) Strongly Agree.

### **3.8 Ethical considerations**

The significance of the business research is fundamentally influenced by taking into account of the ethical considerations, Beauchamp & Bowie, 2004; (Zikmund, in 2003). The research ethics considered as principles are moral standards or rules that guide the researchers to perform and report research with no kind of deception. Hence, ethics and guidelines provided should be practiced while conducting your research hence it is important to establish a study's validity.

As humans are the fundamental units that are being analyzed in the research, it important to be extremely cautious and careful while managing them to seek information (Fontana & Frey, 1998). For example, the researcher ought to guarantee that the respondents intentionally take an interest, give their approval, free from any pressure or excessive impact, their privacy and confidentiality is regarded and kept up, and no fake practices are exploited all through the investigation (Manning, Year, 2006). Frequently because of carelessness, the research might hurt the individuals, for example, legitimate dangers, loss of confidence, apprehensive pressure, substantial harm (Neuman, 2006).

Ethics governs not just the amendments provided to the research members who have participated in it but also to the researchers. Any researcher who contributes substantially to a research project or paper needs to get recognition as its their credit. Additionally, there are different other moral issues that should be considered amidst a research study. Hence all research must seek a practical way to answer questions that will benefit the whole humanity as well. Therefore, the risks must be lessened as far as realistically possible.

## **CHAPTER 4**

### **4. RESULT AND ANALYSIS**

This section will refer to the results of research conducted, their analysis, and further discussion on it.

#### **4.1 Data Analysis**

So, the next stage after the conclusion of the process of data collection through the opted technique is its assessment based on analysis. All the forms filled in survey-based method are examined very carefully and its accurate numbers are being checked in forms. A numerical SPSS software was used and later applied on the collected questionnaires data in order to run the explanatory and factual statistics analysis, scale reliability evaluation, the coefficient correlation analysis and also study the regression analysis.

#### **4.12 Reliability analysis**

Zikmund (2003) explained that “scale reliability is the degree to which measures are free from error and therefore yield reliable results”. The errors and biasness of both, the participants and the researcher can intimidate the reliability of a scale (Robson, 2002). The two essential types of idea related to reliability are internal stability and repeatability of the scale. Internal stability means the extent to which the scale actually measures the variable for which it was made. While repeatability means the value of an instrument to be used at several times and its ability to yield the similar results.

As proposed the standard of evaluation for Cronbach alpha is a value that is higher than 0.7. But in some cases, the value of 0.6 may also be measured significant while 0.8 and 0.9 show a high rate of reliability.



### **4.13 Correlation analysis**

Correlation analysis is used to observe the relationship between variables. Along with the presence of a relation between variables. However, an important consideration regarding correlation is its inability to tell something about cause-and-effect relationship.

As correlation between variables cannot determine any causal relationship, it should be kept in mind that two causally unrelated variables might have a high correlation value because they both are related to some other variable (Hussey and Hussey, 1997). As indicated by Bartz (1999), a correlation coefficient.

- 1) from 0 to .20 implies low measure of correlation.
- 2) from .20 to .40 indicates low to medium correlation
- 3) from .40 to .60 show medium/ moderate level of correlation
- 4) from .60 to .80 depicts higher level while.
- 5) from .80 to 1.00 shows highest correlation

### **4.14 Regression analysis**

In order to overcome the shortcoming of correlation analysis and achieve the research's purpose, regression analysis is majorly used to test the hypothesis to test its significance. Regression analysis analyses the effect of independent variables on the defined dependent variable which in this case is Job satisfaction. Regression analysis tells how much difference in dependent variable is produced by the independent variable.

For this research, the values estimated for R square, F value and beta constants are used. The value of R-square connotes the extent of variation in the dependent variable that can be recognized to all the independent variables (IVs) included in the model. The F value speaks for the overall implication of the model by defining its significance. It forecasts that the independent variables integrated in the model with direct or indirect relation are the true predictors of the dependent variable/s.

## **Results**

The first part of this section will state all the results. The response rate, descriptive statistics will be discussed then the results of different statistical tests will be explained. Hence the main objective of this chapter is to apply various tests resulting into statistical data that is collected through the main questionnaire provided and test the anticipated relationships based on six hypotheses. This chapter is very crucial because it determines whether the proposed relationships have a significant effect or not.

### **4.15 Response Rate**

The sample size selected for the research was 150-200 employees working in different corporate sectors of Islamabad on commission based or target-based jobs. It is a common phenomenon that people do not take questionnaires seriously. They either don't return it back or do not fill it properly. The researcher used two methods for gathering data. First, an online form was made, and the link was sent to people for filling up the questionnaire. Initially 65 people were reached out through online platform and two reminders were given but the response rate was very low and only 11 questionnaires got filled. Then the researcher personally went to some firms including banks and distributed the questionnaires via email. Through this method 89

questionnaires got filled. Thus, the overall response rate was 66% which was quite low.

#### 4.2 Scale Reliability Analysis

Scale reliability was checked using Cronbach alpha. The standard cutoff value for reliability is 0.7 above which all the values are considered reliable. As all the given values of Cronbach alpha are above 0.7, it can be concluded that the scales used are highly reliable. A summary of reliability statistics is given below in table. The four dimensions of nature of work, Relationship with coworkers, and nature of work have the values of Cronbach alpha scores as 0.803, 0.739 and 0.876 respectively, although the alpha factor of the job satisfaction scale is 0.849. Hence, all the scales used in the analysis are consistently reliable as their alpha scores are above 0.7.

<b>Scale</b>	<b>Total No. of Items</b>	<b>Cronbach-Alpha</b>
Nature of work	4	0.803
Relation with Coworkers	4	0.739
Gender Difference	4	0.876
Job Satisfaction	4	0.849

### **4.3 Descriptive Analysis of Variables of the Study**

#### **DESCRIPTIVE STATS:**

Now before initiating the analysis of the dependent and independent variables of the study, it is essential to run descriptive analysis on the data collected about them. Descriptive analysis reviews and interprets the data which is collected by the respondents and looks for the emerging patterns. “While descriptive analysis includes terms such as the mean, standard deviation, skewness and kurtosis which portrays a descriptive profile of each category, while the frequencies reveal more info on the level of acceptance of each variable” (Levin & Rubin, 2000).

#### **Nature of Work**

Below Table shows a descriptive statistics analysis of Nature of work which is the independent variable of the study. The minimum response for the questions was 1.33 which meant the nature of work is not dependent on his or her performance and satisfaction level while the maximum response is 5.83 which mean the nature of work is totally dependent on job satisfaction. The mean value for nature of work is 4.8 with a standard deviation of  $0.7 \approx 1$ . The scale used for nature of work was a 5-point scale with “strongly disagree” on 1 and “strongly agree” on 5. The mean of 4.8 shows that on average the nature of work highly dependent on their job satisfaction as 5 stood for “strongly agree” on the scale. The standard deviation of approximately 1 show that the nature of work was very strongly dependent on job satisfaction level.

**Table 2**

**Descriptive Statistics for NOW**

Nature of Work	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
	Statistic	Statistic	Statistic	Statistic	Statistic
	235	1.33	5.83	4.8411	.71450

**Relationship with Coworkers**

Table below shows a descriptive statistics analysis of relation with coworkers which is the independent variable of the study. The minimum response for the questions was 1.40 which meant the relation with coworkers is rarely dependent on the job satisfaction level of employee. while the maximum response is 5.00 which mean the relation with coworkers is totally dependent on job satisfaction. The mean value for of this variable is 3.9 with a standard deviation of  $0.6 \approx 1$ . The scale used for relation with coworkers was a 5-point scale with “strongly disagree” on 1 and “strongly agree” on 5. The mean of 3.9 shows that on average the nature of work moderately dependent on their job satisfaction as 4 stood for ‘agree’ on the scale. The standard deviation of approximately 1 show that the relation with coworkers was very often dependent on job satisfaction level.

**Table 3**

**Descriptive Statistics for RWC**

Relation with Coworkers	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
	Statistic	Statistic	Statistic	Statistic	Statistic
	235	1.40	5.00	3.9770	.61573

### **Gender Differences:**

Table below shows a descriptive statistics analysis of Gender Differences which is the Independent variable of the study. Table below shows a descriptive statistics analysis of gender differences which is the independent variable of the study. The minimum response for the questions was 1.40 which meant the gender difference is rarely dependent on the job satisfaction level of employee. while the maximum response is 5.00 which mean the gender difference is totally dependent on job satisfaction level. The mean value for of this variable is 3.9 with a standard deviation of  $0.74 \approx 1$ . The scale used for relation with coworkers was a 5-point scale with “strongly disagree” on 1 and “strongly agree” on 5. The mean of 3.9 shows that on average the gender differences is dependent on their job satisfaction from moderate to high level, as 4 stood for “agree” on the scale. The standard deviation of approximately 1 show that the gender differences was very highly dependent on job satisfaction level.

**Table 4**

**Descriptive Statistics for GD**

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Gender Difference	Statistic	Statistic	Statistic	Statistic	Statistic
	235	1.40	5.00	3.9217	.74006

### **Job Satisfaction**

Table below shows a descriptive statistics analysis of Job satisfaction which is the dependent variable of the study. The minimum response for the questions was 1.33. while the maximum response is 5.83. The mean value for of this variable is 4.8 with a standard deviation of  $0.71 \approx 1$ . The scale used for job satisfaction was a 5-point scale with “strongly disagree” on 1 and “strongly agree” on 5. The mean of 4.8 shows that their job

satisfaction is up to a very high level dependent on the variables, as 5 stood for “strongly agree” on the scale. The standard deviation of approximately 0.7 show that the gender differences has a high variation on the responses on individuals satisfaction level.

**Table 5**  
**Descriptive Statistics for JS**

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Job Satisfaction	Statistic	Statistic	Statistic	Statistic	Statistic
	235	1.33	5.83	4.8411	.71450

**Participative Management**

Table below shows a descriptive statistics analysis of participative management which is the moderator of the study. The minimum response for the questions was 1.40. while the maximum response is 5.00. The mean value for of this variable is 4.1 with a standard deviation of 0.56~ 1. The scale used for PM was a 5-point scale with “strongly disagree” on 1 and “strongly agree” on 5. The mean of 4.8 shows that participative management is highly dependent on their job satisfaction level, as 5 stood for “strongly agree” on the scale. The standard deviation of approximately 0.56 show that the participative management has a low to moderate effect on individuals’ satisfaction level.

**Table**  
**Descriptive Statistics for JS**

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Job Satisfaction	Statistic	Statistic	Statistic	Statistic	Statistic
	235	1.40	5.00	4.1498	.56481

#### 4.4 Regression Analysis

**Regression analysis (Direct Relation Hypothesis Testing Results):**

<b>Model Summary</b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.700 <sup>a</sup>	<b>.490</b>	.484	.49017
a. Predictors: (Constant), GD, RWC, NOW				

ANOVA test is to conduct to check the fitness of model variation as the F value is positive and significant, so variations of model are fit.

#### **ANOVA<sup>a</sup>**

<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1 Regression	53.430	3	17.810	<b>74.126</b>	.000 <sup>b</sup>



Residual	55.502	231	.240		
Total	108.932	234			

a. Dependent Variable: JS\_MEAN

b. Predictors: (Constant), GD\_MEAN, RWC\_MEAN, NOW\_MEAN

<b>Coefficients<sup>a</sup></b>						
<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1	(Constant)	.382	.240		1.593	.113
	NOW_MEAN	.283	.062	<b>.297</b>	4.594	.000
	RWC_MEAN	.293	.069	<b>.265</b>	4.223	.000
	GD_MEAN	.246	.054	<b>.267</b>	4.535	.000
a. Dependent Variable: JS_MEAN						

#### 4.41 Regression Analysis of Hypothesis 1, 2 and 3 (Direct relationships):

R-squared reports the goodness of fitness test of the model. R-squared is also explaining the amount of variation between dependent and independent variables in regression. The value of R-squared is between 0 to 1. If the model doesn't have any significance the value of the model is less than 0.5 or vice versa.

The Regression coefficients for first three hypothesis 0.490. The R square coefficient for this hypothesis is 0.490 which implies that nature of work, gender differences and relation with coworkers is responsible for 49% change in job satisfaction level of employees due to

three independent variables. This is a moderate positive relationship and shows that there are other variables which are responsible for the remaining impact on the job satisfaction level of employees. The Beta value of model relationships is 0.297, 0.265, 0.267 i.e., 29%, 26% and 26% (as our hypothesis is positive) and  $F = 74.12$  hence showing that the model is statistically significant but have weak positive relationship. Thus, it can be concluded that the hypothesis (1,2,3) is accepted, the relationship between these variables is weak to moderate but positive. Hence hypothesis 1,2 and 3 are accepted.

**4.42 Regression analysis (Moderation Hypothesis Testing Results):**

<b>Model Summary</b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>AdjustedR Square</b>	<b>Std. Error of the Estimate</b>
1	.700 <sup>a</sup>	.490	.484	.49017
2	.712 <sup>b</sup>	<b>.507</b>	.494	.48552
a. Predictors: (Constant), GD_MEAN, RWC_MEAN, NOW_MEAN				
b. Predictors: (Constant), RWCxPM, GDxPM, NOWxPM				

ANOVA test is to conduct to check the fitness of model variation as the F value is positive and significant, so variations of model are fit.

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.430	3	17.810	74.126	.000 <sup>b</sup>
	Residual	55.502	231	.240		
	Total	108.932	234			
2	Regression	55.184	6	9.197	<b>39.016</b>	.000 <sup>c</sup>
	Residual	53.747	228	.236		
	Total	108.932	234			

a. Dependent Variable: JS\_MEAN

b. Predictors: (Constant), GD\_MEAN, RWC\_MEAN, NOW\_MEAN

c. Predictors: (Constant), GD\_MEAN, RWC\_MEAN, NOW\_MEAN, RWCxPM, GDxPM, NOWxPM

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	NOWxPM	.240	.112	<b>1.369</b>	2.146	.033
	RWCxPM	-.085	.136	<b>-.396</b>	-.627	.532
	GDxPM	-.197	.097	<b>-1.080</b>	-2.018	.045

a. Dependent Variable: JS\_MEAN

#### **4.43 Regression Analysis of Hypothesis 4, 5 and 6 (Moderation Direct relationships):**

The Regression coefficients for next three hypothesis 0.507. The R square coefficient for this hypothesis is 0.507 which implies that participative management linked with nature of work, gender differences and relation with coworkers is responsible for 50% change in job satisfaction level of employees. This is a weak relationship and shows that there are other variables which are responsible for the remaining impact on the job satisfaction level of employees. R-squared reports the goodness of fitness test of the model. With moderator there was 50% change and without was 49% change which shows that it has a very minimal effect on job satisfaction level of employees which is only one percent.

The Beta value of model relationships is 1.369, -0.396, -1.080 (as our hypothesis 5 is negative) and  $F = 39.06$  hence showing that the model is not worthy enough. Thus, it can be concluded that the hypothesis (5) is rejected while hypotheses 4 and 6 are accepted, although the relationship between these variables is weak.

#### **4.5 Correlation Analysis**

As defined the Correlation analysis not only tells whether the variables are related or not, but it also suggests the path, magnitude, and the importance of the relationship. They will be discussed in detail in the next chapter. As indicated, As indicated by Bartz (1999), a correlation coefficient.

- 1) from 0 to .20 implies low measure of correlation.
- 2) from .20 to .40 indicates low to medium correlation
- 3) from .40 to .60 show medium/ moderate level of correlation
- 4) from .60 to .80 depicts higher level while.
- 5) from .80 to 1.00 shows highest correlation

## Correlations

		Nature of work	Relation with Coworkers	Gender Difference	Job satisfaction	Participative management
NOW	Pearson Correlation	1	.630**	.561**	.613**	-.083
	Sig. (2-tailed)		.000	.000	.000	.207
	N	235	235	235	235	235
RWC	Pearson Correlation	.630**	1	.523**	.591**	-.154*
	Sig. (2-tailed)	.000		.000	.000	.018
	N	235	235	235	235	235
GD	Pearson Correlation	.561**	.523**	1	.572**	-.066
	Sig. (2-tailed)	.000	.000		.000	.312
	N	235	235	235	235	235
JS	Pearson Correlation	.613**	.591**	.572**	1	-.030
	Sig. (2-tailed)	.000	.000	.000		.643
	N	235	235	235	235	235
PM	Pearson Correlation	-.083	-.154*	-.066	-.030	1
	Sig. (2-tailed)	.207	.018	.312	.643	
	N	235	235	235	235	235

### **Results and Analysis of Hypothesis 1**

The first hypothesis proposes a positive relationship between nature of work and job satisfaction. The correlation coefficients for first hypothesis are 0.613. Correlation coefficient implies that there exists a moderately positive relationship between the two variables.

Thus, it can be concluded that although the hypothesis is accepted, the relationship between the two variables is relatively stronger and much need to be done further.

### **Results and Analysis of Hypothesis 2**

The second hypothesis proposes a positive relationship between the relationship with coworkers and job satisfaction. The correlation coefficients for first hypothesis are 0.591. Correlation coefficient implies that there exists a reasonably positive relationship between the two variables.

Thus, it can be concluded that although the hypothesis is accepted, the relationship between the two variables is positive.

### **Results and Analysis of Hypothesis 3**

The third hypothesis proposes a negative relationship between the gender difference and job satisfaction. The correlation coefficients for first hypothesis are 0.57. Correlation coefficient implies that there exists a reasonably negative relationship between the two variables.

Thus, it can be concluded that although the hypothesis is accepted, the relationship between the two variables is negative.

### **Results and Analysis of Hypothesis 4,5,6)**

While Hypothesis 4, 5, 6 have negative correlation i.e., -0.66, -0.154 and -0.083, which shows that there is no major relation between participative management and job satisfaction with minimal effect. Hence,

<b>SR. NO</b>	<b>HYPOTHESES (1,2,3,4,5,6)</b>	<b>ACCEPTANCE</b>	<b>REJECTION</b>
<b>H1</b>	<i>Nature of work is positively related to Job satisfaction.</i>	YES	
<b>H2</b>	<i>Relation with co-workers is positively related to Job satisfaction</i>	YES	
<b>H3</b>	<i>Gender difference is negatively related to Job satisfaction</i>	YES	
<b>H4</b>	<i>Participative management acts as a moderator in the relationship of Gender differences and JS.</i>	YES	
<b>H5</b>	<i>Participative management acts as a moderator in the relationship of Relation with Co-workers and JS.</i>		YES
<b>H6</b>	<i>Participative management acts as a moderator in the relationship of Nature of work and JS.</i>	YES	

## CHAPTER 5

### 5. DISCUSSION

There are a lot of studies that have researched about the relation of job satisfaction and situational factors along with several other organizational outcomes. Some studies were in the favor of this concept while others negated it. Numerous researches have talked about how important job satisfaction is for individuals working in any sector. The nature of the present study has been primarily aimed to study the relationship between job satisfaction and nature of work, relation with coworkers and gender difference with the moderating role of participative management within organizations. The target population for the study were all the employees working in the corporate structure of Islamabad. All of the hypotheses of the study were supported by results except the relation between job satisfaction and job satisfaction with moderating role of participative management. To gather responses from the respondents (employees in public and private organizations online survey method was opted. Nevertheless, to indicate the rejection or acceptance of the hypotheses of research, significance level was set as  $p < 0.05$ . Based on the significance level, all the hypotheses would be accepted or rejected. So, all the six hypotheses of the study that were formulated on the basis of existing theoretical evidence are being supported by findings. Thus, based on the findings the research questions of the study have been addressed.

The major constructs of the study were assessed using the results from analyses on these variables found that there is a meaningful relationship between direct relation i.e. H1, H2, H3, low to moderate between H4 and H6 while no relation in H5 as proposed in hypothesis. H1 shows that the connection between job satisfaction and nature of work is stronger, which means that one should make sure that he/she is going for firms where he/she gets to apply the skills, abilities, and knowledge to the fullest. It is vital for an employee to have a satisfaction level derived from the job that he or she is doing. H2 shows that there is strong connection between relation with coworkers and job satisfaction as a hostile work environment with rude or unpleasant coworkers is one that usually has lower job satisfaction. A participative climate created by the supervisor seems to have a more substantial effect on workers' satisfaction than does participation in a specific decision. It will lead to more satisfaction in employees. H3 is accepted and shows that gender difference is negatively related to job satisfaction. This study revealed



that satisfaction among employees based on gender is not satisfactory. Decision-makers should pay more attention to developing more suitable systems and motivating administrative policies that would positively affect their job satisfaction. Supervision styles, payment policies, and coworker relationships are inadequate and need to be improved. Because individuals of both genders in the most corporate sectors are full time employees, security policies including career, health and social security need to be revised. The management should provide more opportunities for promotion, higher payment and more reward systems. In addition, efforts should be taken to enhance and strengthen the morale of the employees and meet their individual needs in order to enhance their satisfaction and help them achieve their goals.

H4 and H6 shows that participative management act as a moderator between Gender difference, nature of work (IVs) and Job satisfaction (DV). Considering the nature of work this hypothesis can be accepted, meaning the better implementation of participative management styles, the higher the attitude of employee performance as the nature of work can define their willingness to work. Most individuals have a liking for certain tasks and would prefer to handle these tasks. These findings indicate that participative management can influence performance through psychological mechanisms such as boosting self-motivation apart from motivational processes and exchange-based processes. While considering gender differences, there are no differences between man and woman in the level of contribution in decision making at work. In this research I tried to demonstrate some important features of participative management style which can be opted by organization to moderate their relationship and make employees satisfied. As results indicate, there is no difference between men and women in the level of participation at work as it always helps to keep the balance between the differences by the involvement of employees regardless of their gender in decision-making, problem-solving in the company and empowering employees, as well as on supporting their high autonomy, own initiative and creativity. Both parties should be empowered to perform at their fullest potential and to create healthy organizational culture.

On the other hand H5 shows no significant relation between Coworkers and PM as top level management sometimes fail to understand that participative management is not the same as delegating or distributing responsibility. They fail to realize that participative style also involves considering the suggestions and recommendations of employees with

respect and dignity with employees belonging to all levels they are unwilling to give away some authority to their subordinate which slows down and chokes the process of decision making. Often such managers complain of being overburdened with responsibilities. This fails the idea of participative management.

### **Implication of Study**

The research findings have shown that the relationships between the independent and dependent variables is strong although the moderator i.e., participative management do not have the tendency to boost employee satisfaction level. A key implication of our research is that it can help management highlight that organizations should come up with innovative ways to recognize the valuable contributions made by the individuals.

There is significant amount of dissatisfaction that is observed when it comes to relationships with the superiors. So companies can arrange for regular feedbacks been taken from the employees regarding the relationship with superior and accordingly take measures to improve the relationship through training and other team building activities. Related to usage of skills and abilities employees feel the need for additional technical training and education should be provided to them along with their ongoing work to make them understand about the nature of their job. This can be achieved by allowing the employees to undergo a specific number of hours of training sessions. Regarding the relation between coworkers they should take steps to build a long term association with the employees including top to low level management by understanding the needs and wants of the employees through various programs and surveys. Organizations should focus on attracting quality talent and work on retention of employees by providing them with best treatment possible and perks without any discrimination especially based on gender. Hence the company should focus on quality and what they want from their employees.

Much research needs to be done on the Pakistani Industry to identify the factors which increase job satisfaction levels of employees. It is also of great importance to employers, because the turnover (leaving and switching to some other bank) ratio is one of the highest in the country. The results shows that a lot has to be done to keep employees motivated, involved, interested and engaged in their jobs specially the people who are in the initial phases of their careers

## CHAPTER 6

### 6. CONCLUSION AND RECOMMENDATIONS

This paper measured the degree of job satisfaction in the corporate sector built on the nature of work, relation with coworkers and gender differences followed by a moderating variable, participative management. Now, although the hypotheses have been proved and correlation and regression do exist between the variables, but the effect that they have on each other is very small and insignificant. This leads to the conclusion that organizations need to first conduct a detailed study about their environment, employees, their needs, what factors influence them, their backgrounds, what kind of incentives are more valuable for them, what do they expect from their jobs, their job satisfaction level, sources of dissatisfaction, their needs and want and many other things, then it should devise a strategic plan which suits their needs and wants. Having a properly innovative system can do wonders for an organization and their employees; it keeps their employees motivated, happy, satisfied and engaged in their jobs. Employers should identify important factors which are valuable for employees then merge it with their demands, take feedback and see the result. Particularly, the current research show that nature of work, relation with coworkers and gender differences encourages employee's satisfaction by increasing their sense of organizational and individual value. This means that participative management has no or minimal effect on the relation between the two variables.

The research used a quantitative and cross-sectional approach for conducting the research. In future, a mix of qualitative and quantitative tests can be used, and it can be conducted as a longitudinal study to observe the behavior of employees over a longer period. Other than that, this model can be retested by other researchers for future study and results in associated or different situations, such as, in other economic sectors of Pakistan or can be extended in other emerging or developed countries. This can possibly help in achieving unique relationships and results. Third, the size of sample was kept really small it can be enhanced by broadening the sample and not limiting it to the corporate sector only which no doubt covers a huge population, but other sectors can also contribute in this study. Hence the upcoming studies can gather the data from large number of respondents belonging to diverse sectors of the country. This can help in easily simplifying the

problem and identifying a solution with respect to the findings of the study extended to the whole population of country.

Lastly other attributes involving the demographic and social factors of respondents are not used in measuring the relationships which were created with the help of hypothesis proposed. The level of job satisfaction can be estimated by other variables such as working practice, educational and experience requirements, and job designation, etc. The study can be extended to investigate the job satisfaction with related to other job satisfaction parameters such as working natural environment, rules policies, job security, reputation, achievement, accountability, innovation, development, etc. But the major contribution will be highlighting demographics as this research did not use demographic characteristics while conducting the analysis. Further research can be done by using demographic variable too. It can be extended to other economic sectors of the country to increase the scope of study. A number of other variables can be used to study the effect on Job satisfaction.

## **Recommendations**

This study was conducted on the employees belonging to corporate sector of Islamabad with a sample taken from different organizations. There are some recommendations that the researcher would like to make for validating the study and applying it on a larger scale.

- The study was intended to be conducted on the corporate sector of employees but because of resources constraints, only few targeted organizations from Islamabad were selected only and they study was initiated. In future the sample size can be increased by including more firms and from more cities and more employees should be studied.
- The research used a quantitative and cross-sectional approach for conducting the research. In future, a mix of qualitative and quantitative tests can be used, and it can be conducted as a longitudinal study to observe the behavior of employees over a longer period.
- This study has been conducted on the corporate sector. It can be tested in different sectors like telecommunication, law firms or insurance companies where there are a large number of employees working on contract-based jobs.
- This research did not use demographic characteristics while conducting the analysis. Further research can be done by using demographic variables too.

## **CHAPTER 7**

### **7. REFLECTIONS**

This research has been done as a partial requirement of my MBA degree. I have HR majors and thus have selected this topic for my research. This is a relatively new topic in the field. It helped me to understand a certain phenomenon, structure and practices followed by different organizations. In my opinion every field is based on knowledge and research on the topic of your interest is the only way to increase it. Whereas research has been done on this topic in European region and according to my observation I decided to extend it and apply it here in Pakistan. I have learned that doing research is not an easy-going task. It takes a lot of time and struggle to find credible sources. You also need to be able to synthesize all of the information you have found in order to come to a conclusion. I have also learned that doing research can be really fulfilling because it allows you to learn new things and to develop a better awareness of complex topics especially in Pakistan where the workplace dimensions are totally different as compared to other European countries.

The research was started by defining its research objectives first. An outline was then made which included its theoretical framework, methodology and proposed results. The research method used is a survey-based approach. Initially an online questionnaire was made and distributed with an expectation that it would be easier for people to fill as everybody has a smartphone and internet. But this didn't go well. The response rate was poor despite constant reminders. This was difficult but somehow, I managed to get enough responses to conduct the study. The major problem faced during the research was the casual attitude of respondents and them not filling the questionnaires properly.

Overall, the research experience has been good, it has enhanced my skills and knowledge in different ways. I got the chance to learn about SPSS. The results were similar to what was expected initially. This can also be used as an opportunity for further research. The major drawback of this study is its small sample size and resource constraints. Had the sample been bigger and respondents more serious, the research would have been way better. Through this research I met many kinds of people. Some were good and some not. This research helped me to build an understanding about this particular topic, including the different narratives published in this field, its underlying concepts, theories, perceptions and expectations. Other

than that, I was able to adopt some personal abilities such as imagination, flexibility, ingenuity, and clarity of thought, also the self-belief that is gained as a result of managing an independent and individual research project.

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## 9. APPENDIX

### 8.1 QUESTIONNAIRE

Dear Participant, the questionnaire is designed to study the job satisfaction and factors affecting it like gender differences, Relation with coworkers and Nature of work. The information you will provide will be kept highly confidential. Only the research team will have access to these questions for purpose of their research.

Read the Questionnaire carefully. Encircle and choose the statements from 1 (strongly disagree) to 5 (strongly agree) that suits the most. Your response is highly appreciated.

**Scale:**

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>

		1	2	3	4	5
	<b>Job Satisfaction</b>					
JS1	Overall, I am satisfied working in this organization					
JS2	This is good place for personal development					
JS3	The job is well organized and coordinated					
JS4	The organization is better place to work than other organizations					
	<b>Gender Differences</b>					
GD1	Do you feel that there is gender discrimination at your workplace					
GD2	Do both men and women get paid the same amount of money for the same job at your workplace?					
GD3	Do you feel like you must work hard at your job because of your gender					

GD4	Do you feel that men get promoted more than women at your workplace?					
	<b>Relationship with Coworkers</b>					
RC1	I receive the respect I deserve from my colleagues					
RC2	I have confidence in judgment of senior management					
RC3	The management appreciates my suggestions and leadership					
RC4	I am Encouraged with my involvement in Decision making process					
	<b>Nature of Work</b>					
NW1	Do you enjoy what you do at your job					
NW2	Are you able to balance work priorities with your personal life					
NW3	Are you able to balance work and family responsibilities?					
NW4	Do you feel that there are any factors that contributes to stress at work					

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