



A STUDY ON JOB SATISFACTION OF WOMEN EMPLOYEES IN INDIAN POSTAL DEPARTMENT WITH SPECIAL REFERENCE TO TAMILNADU STATE.

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Abstract

Women established an identity of their own and created a space for them in education and work sphere. Educational institutions started training women to enter new arenas enabling them to move away from traditional roles. Families began expecting women not only to continue with higher education, but also to pursue any interest they may have in the profession. And, naturally, after spending so many years in education and obtaining professional degrees, they became interested in using the knowledge acquired productively. As a result, modern Indian women have made inroads into different professions that were unthinkable to women in the past. The number of women in the profession is increasing and they are making substantial progress toward parity with men.

Key words : Job satisfaction, Job related variables, Demographic Variables.

Introduction

India post is the most widely distributed post office system in the world and has 23 postal circles in India including a special circle called the Base circle to cater to the postal services of the Armed Forces of India. The Indian Postal Service has 1,54,866 post offices as on 31-03-2012, of which 139,040 (89.78%) are in rural areas & 15,826 in urban area (10.22%) 25,464 departmental POs & 1,29,402 EDBPOs. It employs 4,84,000 persons to provide number of services like postal insurance, postal savings account etc. in addition to postal service to the people of India.

It is a positive emotional state that occur when a person's job seem to fulfil important expectations compatible with one's needs. It is a composite attitudinal outcome and reactions on the job itself, pay, promotions and interpersonal relationship. The present study has adopted survey data based approach (Questionnaire method) and data are collected from the respondents through traditional well-structured questionnaires to measure job satisfaction, organisational commitment level, career commitment level, work life balance perceptions and work value perceptions of the women employees in Indian postal department in Tamilnadu region.

Objective of the Study

1. To identify and examine the Job satisfaction of women employees in Indian postal department in Tamilnadu on job satisfaction.

This study is confined to state of Tamilnadu, India. Further, this study focuses on four areas of Tamilnadu namely Chennai, Madurai, Coimbatore and Trichy postal divisions as these four divisions cover most of the postal divisions in Tamilnadu. Chennai is the capital of Tamilnadu and the fourth largest metropolis in the country. Tamil Nadu is the eleventh largest state in India by area and the seventh most populous state. It is the fourth largest contributor (as of 2010) to India's GDP and ranks tenth in Human Development Index as of 2006. Tamil Nadu is also the most urbanized state in India. The state has the highest number (10.56%) of business enterprises and stands second in total employment (9.97%) in India compared to the population share of about 6%.

As per Census of India, 2011, total population of Tamilnadu has reached 72138958. Out of total population of Tamilnadu, 51.55% of people in Tamilnadu (37189229) live in rural area and 48.45% live in urban area (34949729). Further, literacy rate has increased from 66.2% to 80.3% and population density is 555/km Tamilnadu has 32 Districts, 76 Divisions, 220 Taluks, 1127 Firkas and 16564 Revenue Villages.

Tamilnadu has the total population of 7,21,38,958 out of which 3,61,58,871 are males and 3,59,80,087 are females as per census of India , 2011 (provisional). Out of total population of Tamilnadu, 51.55% of people in Tamilnadu (37189229) live in rural area and 48.45% live in urban area (34949729). Tamilnadu has 32 Districts, 76 Divisions, 220 Taluks, 1127 Firkas and 16564 Revenue Villages and Tamilnadu has 10 corporations, 20 special grade municipalities, 29 selection grade municipalities, 29 first class municipalities, 21 second grade municipalities, 49 third class municipalities, 559 town panchayats, 385 panchayat unions, 12620 village panchayats and 561 special village panchayats.



Further, Tamilnadu has become home for persons belonging to different religion, caste, ethnicity and region. These are the reasons for which the present study has chosen Tamilnadu as locale of the study.

Research Methodology

Method of Research

This study is based on both primary data and secondary data. The quality of data is invariably tied to the method and technique used for data collection. Hence, survey method through structured questionnaire is adopted to collect primary data for this study as it is found suitable for this research. Further, secondary data of this study is collected from different sources namely India post, government of India web site etc.

Population

The Indian Postal Service has 1,54,866 post offices as on 31-03-2012, It employs 4,84,000 persons to provide number of postal services. Out of the total workforce of India post, women employees constitute more than 30%. Hence, the population of the study is around 3, 000.

Sampling Frame

Primary data needed for the study have been collected through questionnaire issued to women employees in Indian postal department in Tamilnadu. Sample consists of women employees in Postal department in Tamilnadu belonging to different category and age group. Stratified random sampling has been adopted for the purpose of data collection effort. However, due consideration is exercised for the proportionate representation of the sample population.

Analysis of Demographic and Job Related Characteristics of The Respondents

The demographic and job related characteristics of the respondents reveal certain significant features of the respondents which are summarized as follows:

1. Most of the respondents are married (84.6%) and the rest of the respondents (15.40%) are single.
2. 46.3% of the respondents have two children, 38.3% of the respondents have one child and 3.9% of the respondents have three children.
3. 54% of the respondents belong to the age group of 19 years to 40 years, 34.7% of respondents belong to the age group of 41 years to 60 years and 11.3% of respondents belong to the age group of 18 years or less than 18 years.
4. Majority of the respondents (73%) are under graduate qualified, 23.1% of the respondents are post graduate qualified and only 03.9% of the respondents have completed Higher Secondary Certification (HSC) or less than HSC.
5. Majority of the respondents (57.9%) have Gross annual income of Rs1,00,001 to 3,00,000, 34.4% of the respondents have Gross annual income of more than Rs 3,00,000, 3.9% of the respondents have Gross annual income of Rs 50,001 to 1,00,000 and 3.9% of the respondents have Gross annual income of Up to Rs 50,000 or Rs 50,000.
6. Almost half of the respondents (49.9%) have 2 or less than 2 dependents, 38.6% of the respondents have 3 to 4 dependents and 11.5% of the respondents have 5 to 6 dependents.
7. 46% of the respondents have total work experience of 10 years and 1 day to 20 years, 38.6% of the respondents have total work experience of more than 20 years, 7.7% of the respondents have total work experience of 3 years and 1 day to 10 years and 7.7% of the respondents have total work experience of Up to 3 years or 3 years.
8. 42.1% of the respondents have total experience of 10 years and 1 day to 20 years in postal department, 38.6% of the respondents have total work experience of more than 20 years in postal department, 15.4% of the respondents have total work experience of 3 years or Up to 3 years in postal department and 3.9% of the respondents have total work experience of 3 years and 1 day to 10 years.
9. 56.60% of the respondents are postal assistants, 23.10% of the respondents are office assistants, 7.7% of the respondents are clerks, 7.7% of the respondents are officers and 3.9% of the respondents are accountants.
10. 69.1% of the respondents belong to middle level management, 23.1% of the respondents belong to low level management and 7.7% of the respondents belong to top level management.
11. 54% of the respondents earned no promotion in the postal department, 30.6% of the respondents earned one promotion in the postal department and 15.4% of the respondents earned two promotions in the postal department.
12. 69.1% of the respondents use motor vehicles like auto, bus, two wheeler, train etc to reach work place, 3.9% of the respondents use cycle to reach work place and 27% of the respondents go to work place by walk.
13. 73% of the respondents travel less than 5 kms or 5 kms to reach work place, 19.3% of the respondents travel more than 5 kms but less than 20 kms to reach work place and 7.7% of the respondents travel more than 20 kms to reach work place.

Analysis of Job Satisfaction Perceptions Based on Demographic and Job Related Variables

Table – 1, Marital Status and Job Satisfaction

Marital status	Mean value	F value	t value	P value	Result
Married	69.90	16.321	-7.435	.000*	Significant
Single	81.23				

Source: Primary data

*At 1% level of significance **At 5% level of significance

The above students “t” test table – 1 indicates that there is a significant difference between marital status and job satisfaction. It means that job satisfaction of the respondents differs according to their marital status. Mean scores indicate that the respondents who are single have more job satisfaction (81.23) than the respondents who are married (69.90). This result confirms the finding of Living Conditions Survey conducted in Romania which also found that respondents who are single have more job satisfaction.

Table – 2, Educational Qualification and Job Satisfaction

Educational Qualification	Mean Value	F value	P Value	Result
Up to HSC	72.59	69.63	.000*	Significant
Under graduate	71.31			
Post graduate	71.11			

Source: Primary data, *At 1% level of significance **At 5% level of significance

The above one way ANOVA table – 2 displays that there is a significant difference between educational qualification and job satisfaction. Job satisfaction of the respondents differs based on their educational qualification. Mean scores exhibit that the respondents who have lesser educational qualification have more job satisfaction. The respondents who have studied up to HSC have more job satisfaction (72.59) followed by the respondents who have under graduate qualification (71.31) and the respondents who have post graduate qualification (71.11). In short, mean scores indicate that there is an inverse relationship between educational qualification and job satisfaction. Higher the education, lower the job satisfaction and lower the education, higher the job satisfaction. This result contradicts the finding of the study “measuring job satisfaction in surveys - Comparative analytical report” by European Foundation for the Improvement of Living and Working Conditions, 2007. The study of European foundation found that the higher the education level, the higher the degree of job satisfaction among employees.

Table – 3, Age And Job Satisfaction

Age	Mean Value	F value	P Value	Result
Up to 18 years	74.52	53.38	.000**	Significant
19 years to 40 years	70.26			
41 years to 60 years	71.84			

Source: Primary data, *At 1% level of significance **At 5% level of significance

The above one way ANOVA table – 3 displays that there is a significant difference between age and job satisfaction. Job satisfaction of the respondents differs based on their age. Mean scores exhibit that the respondents who are in the age group of 18 years or less than 18 years have more job satisfaction (74.52) followed by the respondents who are in the age group of 41 years to 60 years (71.894) and the respondents who are in the age group of 19 years to 40 years (70.26).

Table – 4, No. of Children and Job Satisfaction

No. of children	Mean Value	F value	P Value	Result
One	76.12	56.98	.000*	Significant
Two	72.98			
Three	67.82			

Source: Primary data, *At 1% level of significance **At 5% level of significance

The above table – 4 discloses that there is a significant difference between number of children and job satisfaction. Job satisfaction of the respondents differs based on number of children held by the respondents. Mean scores exhibit that the respondents who have only one child have more job satisfaction (76.12) followed by the respondents who have two children (72.98) and the respondents who have three children (67.82). In short, mean scores indicate that there is an inverse relationship between number of children and job satisfaction. Higher the number of children, lower the job satisfaction and

lower the number of children, higher the job satisfaction. This result contradicts the finding of Quality of Work Life Survey done in Finland which found that higher the number of children, higher the job satisfaction and lower the number of children, lower the job satisfaction.

Table – 5, Gross Annual Income and Job Satisfaction

Gross annual income	Mean Value	F value	P Value	Result
Up to Rs 50,000	71.11	163.07	.000*	Significant
Rs 50,001 to Rs 1,00,000	53.33			
Rs 1,00,001 to Rs 3,00,000	70.61			
More than Rs 3,00,000	74.53			

Source: Primary data, *At 1% level of significance **At 5% level of significance

The above table – 5 discloses that there is a significant difference between gross annual income of the respondents and their job satisfaction. It shows that job satisfaction differs on the basis of gross annual income of the respondents. It is evident from the mean scores that the respondents who have gross annual income of more than Rs 3,00,000 have more job satisfaction (74.53) followed by the respondents who have gross annual income of Rs 50,000 or less than 50,000 (71.11), the respondents who have gross annual income of Rs 1,00,001 to Rs 3,00,000 (70.61) and the respondents who have gross annual income of Rs 50,001 to Rs 1,00,000 (53.33).

Table – 6, Number of Dependents and Job Satisfaction

Number of dependents	Mean Value	F value	P Value	Result
Up to 2 members	76.62	36.08	.000*	Significant
3 members to 4 members	71.25			
5 members to 6 members	68.61			

Source: Primary data, *At 1% level of significance **At 5% level of significance

The above table – 6 discloses that there is a significant difference between number of dependents and job satisfaction. Job satisfaction of the respondents differs based on number of dependents held by the respondents. Mean scores exhibit that the respondents who have two or less than two dependents have more job satisfaction (76.62) followed by the respondents who have three to four dependents (71.25) and the respondents who have five to six dependents (68.61). In short, mean scores indicate that there is an inverse relationship between number of dependents and job satisfaction. Higher the number of dependents, lower the job satisfaction and lower the number of dependents, higher the job satisfaction.

Table – 7, Total Work Experience and Job Satisfaction

Total work experience	Mean Value	F value	P Value	Result
Up to 3 years	83.33	38.75	.000*	Significant
3 years and 1 day to 10 years	72.96			
10 years and 1 day to 20 years	66.46			
More than 20 years	74.37			

Source: Primary data

*At 1% level of significance **At 5% level of significance

The above one way ANOVA Table – 7 shows that there is a significant difference between total work experience of the respondents and their job satisfaction. It means that job satisfaction of the respondents differs on the basis of their total work experience. Mean scores indicate that the respondents who have 3 years or less than 3 years of total work experience have more job satisfaction (83.33) followed by the respondents who have more than 20 years of total work experience (74.37), the respondents who have 3 years and 1 day to 10 years of total work experience (72.96) and finally by the respondents who have 10 years and 1 day to 20 years of total work experience (66.46). It can be noticed that job satisfaction decreases with the increase of total work experience up to certain point (Till 20 years) and beyond that point (more than 20 years), job satisfaction increases.

Table – 8, Experience in Postal Department and Job Satisfaction

Experience in postal department	Mean Value	F value	P Value	Result
Up to 3 years	78.14	40.74	.000*	Significant
3 years and 1 day to 10 years	53.33			
10 years and 1 day to 20 years	67.66			
More than 20 years	74.37			

Source: Primary data

*At 1% level of significance **At 5% level of significance

The above one way ANOVA Table – 8 shows that there is a significant difference between total experience of the respondents in postal department and their job satisfaction. It means that job satisfaction of the respondents differs on the basis of their total experience in postal department. Mean scores indicate that the respondents who have 3 years or less than 3 years of total experience in postal department have more job satisfaction (78.14) followed by the respondents who have more than 20 years of total experience in postal department (74.37), the respondents who have 10 years and 1 day to 20 years of total experience in postal department (67.66) and finally by the respondents who have 3 years and 1 day to 10 years of total experience in postal department (53.33).

Table – 9, Management Level and Job Satisfaction

Management level	Mean Value	F value	P Value	Result
Top level	80.37	36.10	.000*	Significant
Middle level	71.07			
Low level	69.01			

Source: Primary data

*At 1% level of significance **At 5% level of significance

The above one way ANOVA Table – 9 shows that there is a significant difference between management level of the respondents and their job satisfaction. It means that job satisfaction of the respondents differs on the basis of their management level. Mean scores indicate that the respondents who are in top level management have more job satisfaction (80.37) followed by the respondents who are in middle level management (71.07) and the respondents who are in low level management (69.01). In short, mean scores indicate that there is positive relationship between management level and job satisfaction. Higher the level of management, higher the job satisfaction and lower the level of management, lower the job satisfaction.

Table – 10, Number of Promotions Earned and Job Satisfaction

Number of promotions earned	Mean Value	F value	P Value	Result
Zero	69.52	23.76	.000*	Significant
One	70.75			
Two	78.70			

Source: Primary data, *At 1% level of significance **At 5% level of significance

The above one way ANOVA Table – 10 shows that there is a significant difference between number of promotions earned by the respondents and their job satisfaction. It means that job satisfaction of the respondents differs on the basis of number of promotions earned by the respondents. Mean scores indicate that the respondents who have earned two promotions have more job satisfaction (78.70) followed by the respondents who have earned one promotion (70.75) and the respondents who have earned zero promotion (69.52). In short, mean scores indicate that there is positive relationship between number of promotions earned by the respondents and job satisfaction. Higher the number of promotions earned by the respondents, higher the job satisfaction and lower the number of promotions earned by the respondents, lower the job satisfaction.

Differences in job satisfaction perceptions of the respondents on the basis of demographic and job related variables are analyzed and discussed using Students “t” test and one way ANOVA (F test). Based on such analysis, comprehensive conclusions can be drawn on job satisfaction perceptions of sample respondents which are as follows:

- The study results exhibit that the respondent who is single studied HSC or less than HSC, aged 18 years or less than 18 years, having only one child, two or less than two dependents, gross annual income of more than Rs 3,00,000, total work experience of three or less than three years, total experience of three or less than three years in postal department working at top level management and earned two promotions has higher level of job satisfaction perception.
- Conversely, the study shows that the respondent who is married, aged 19 years to 40 years, having post graduate qualification, three children, five to six dependents, gross annual income of Rs 50,001 to Rs 1,00,000, total work experience of ten and one day to twenty years, total experience of three years and one day to ten years in postal department working at low level management and earned no promotion has lower level of job satisfaction perception.



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