

Relationship Between Diversity And Job Satisfaction

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Abstract:

The study was undertaken to measure the level of job satisfaction of employee in diverse organization and to examine the relationship of diversity with job satisfaction. The study mainly reviews the view of employees of different background regarding their job satisfaction. In order to analyze the data, primary data collection technique, which is in the form of modified questionnaire, was used. My questionnaires were of eleven items and it was disbursed among 100 employees. My study result reveals that diversity is positively and significantly related to job satisfaction and indicates that most satisfied employees work in the organization.

Key words: Diversity, Job Satisfaction

Introduction

The management of human resources in an organization is an integral part of the management process. It is most difficult for the manager to manage the employees of different backgrounds in an organization. Generally, diversity is defined as accepting & understanding the differences among the employees of various aspects of background, like age, class, gender, ethnicity, physical and mental ability, sexual orientation and race etc.

These differences, if properly managed, will enable work to be done more effectively and efficiently. Job satisfaction is a set of negative (unfavorable) and positive (favorable) feelings concerning one's job. The more satisfied people are, the happier they feel within their job. Job satisfaction in diverse workplace is important in all organizations and is influenced by many factors like the quality of the environment in which the employees work, the quality of the individuals' relationship with their supervisor, the degree of fulfillment in their work etc (Shubhna Gupta J, HarteshPannu K 2013) and is determined by the difference between what the individuals want in a job and what they have in a job (Locke 1976).

Based on the level of employees' feelings concerning their jobs, there are two types of job satisfaction. The first refers to employees' overall feelings concerning their job. The second is job facet satisfaction, referring to feelings concerning their specific aspect such as quality of relationship with one's co-worker (Kim and Mueller 2008). The job facet satisfaction measurement may be helpful in identifying which specific aspect of a job require improvement (Kerber and Campbell 1987).

There has been a reasonable amount of studies on the relationship of diversity and job satisfaction. David Pitt examines that diversity is strongly and positively linked to job satisfaction. Collins (2006) and Fernandez (1991) observed that diversity management is a continuous procedure, with a determined goal: the formation of an organizational society where the finest people desire to work, where everybody is treated with self-respect, where people are promoted based on their qualities and where opportunities for achievement are accessible to everyone.

The purpose of the study is to find the relationship between diversity and job satisfaction. This research is concerned with the following aspect: whether employee's gender, race, age, sexual orientation or ethnicity affects her/his

overall job satisfaction or degree of satisfaction with any element of the job. It also deals with identifying the diversity management practices in the organization, determining that organization's employees know about diversity management strategies in place. This study has been conducted in the context of Pakistan where it has not been conducted before.

Job satisfaction in diverse organizations illustrates one of the most complex area facing today's managers. Organizations do believe that every individual employee's satisfaction should be assured in order to create a feasible environment for them so that creativity and innovation may be given smooth settings.

Literature review:

Diversity

Diversity is defined as a form of participant performing in a group or in an organization irrespective of sex, culture and race (Mariem Webstar 2010). Often it causes intense emotional reactions from people who have come to associate that all of us are different and unique. Yet there is a word that means "variety" or a "respect in which thing differ". The concept of diversity means that each individual is unique and different (Milliken & Martins 1996). There are different types of diversity, several researchers (Coming et al. 1993, Jackson et al. 1995, Maznevski 1994, Oldham et al. 1993) making a difference between readily detectable attributes or diversity on observable such as ethnic background or race, gender or age and diversity with respect to non-observable characteristics or underlying attributes such as technical skills, education, functional background, personality characteristics and sexual orientation. Societies are not homogenous they are plural entities, which contain subgroups that differ from each other socially, politically and culturally (Giddens 1995).

An organization's success depends increasingly on the

knowledge, skills and the abilities of employees excluding their age, gender, race, ethnicity and the difference in abilities and skill. The majorities of Pakistanis are classified as Caucasoid, there being a sizable minority of capoids and mongoloids. In modern Pakistan, the ethnic group is a measure of race more than the color of skin / eyebrow ridges. The most widespread ethnic groups in Pakistan are Punjabis (who are mixed), Pushtuns (who are majority Caucasians), Sindhis (who are mixed), Baluch (who are majority Caucasians), Barui (who are capoid) while Hazara, Tajik and Uzbek are mongoloids.

Job Satisfaction is the worker's attitude (negative or positive) towards his/her job. Job satisfaction is the collection of workers' feelings and beliefs about their job and different aspects of their job. Job Satisfaction describes how an individual is happy with his/her job (T.S. Prasanna 2012).

Locke (1976) defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". Organizations that try to create a work environment that enhances job satisfaction need to incorporate the following elements: flexible work arrangement, professional growth opportunities and training, interesting work that offers variety and challenge and allows the worker opportunities, opportunities to take responsibility and direct one's own work, flexible benefits, up-to-date technology, opportunities for promotion and competitive salary, an environment in which workers are supported by the supervisor. If an individual's job is interesting, her/his pay is fair, her/his promotional opportunities are good, her/his supervisor is supportive and her/his coworkers are friendly, then this situational approach leads one to predict she/he is satisfied with her/his work (Brief 1998).

To measure the job satisfaction of an individual about his/her job, the job description index method is one of the most widely used, simple and easily applicable techniques, in which

the following aspects of job are measured, such as achievement, activity, co-workers, advancement, authority, company policies, compensation, moral values, creativity, independence, security, social service, social status, recognition, responsibility, supervision technical, variety and working conditions. Then one uses the following response categories: not satisfied, somewhat satisfied, satisfied, very satisfied or extremely satisfied. The strength and weakness measurement within each factor indicate as in which field improvement and changes are necessary (Brikend AZIRI 2011).

Link

This is a multidisciplinary research study concerning whether a person's gender, race or ethnicity affects his or her degree of satisfaction, his/her overall job satisfaction with any element of job. People should be perceived, communicated with, and treated not as a members of racial, ethnic or gender category but treated as individuals. "Therefore, it would seem that the most effective way to encourage individuals to remain with their employers would be to engage each of them individually to ascertain if their supervisors can take actions to retain them within their workforce." (Campbell 2011)

About relational diversity, it appears that a minority group has a lower work attitude, while being different from others in a work group concerning race does not have an effect on the work attitudes of minorities (Riordan 2000). Thoughts about older workers have been mainly negative, including that older people are less productive, flexible and harder to train (Bourhis et al. 2000).

Decline in age may influence treatment of older workers relative to younger workers but in skills and capacities that might substantially affect performance (Goldberg et al 2004). Diversity has negative effects on effective outcomes such as satisfaction or identification with the group; greater negative effects have been found for diversity on race and gender than

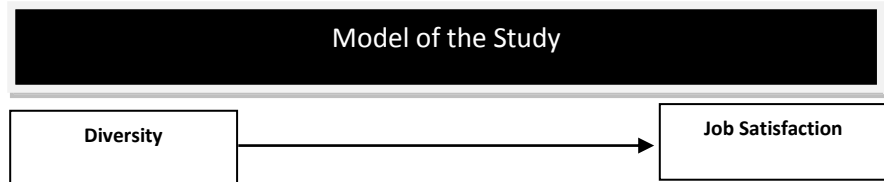
for diversity on age (Tsui et al. 1992). Group heterogeneity may have a negative effect on an individual’s feelings of satisfaction through decreasing individual’s sense of identification within the group (Smith et al 1992).

H1: Diversity and Job Satisfaction are positively associated.

H2: Diversity and Job Satisfaction are not positively associated.

Methodology:

Following the method of convenience sampling, a sample of 100 employees of our organization was selected to collect the primary data for this study. These employees were teachers, mostly not being highly experienced. Modified questionnaires were used for the study. Out of the 115 questionnaires, 100 questionnaire were received back. The response rate was 86.9%. The questionnaires contained a total of 11 items out of which 5 items were for diversity and 6 items were for Job Satisfaction. The reliability values of the scale are shown in the correlation metrics below. To test the hypothesis, regression and correlation analysis were used.



		Frequency	%age
Gender	Male	61	61
	Female	39	39
Age	20-29	41	41
	30-39	34	34
	40-49	3	3
	50-59	1	1
	Unknown	21	21
Education	Bachelors	44	44
	Masters	43	43
	M.Phil.	1	1

	Ph.D.	5	5
	unknown	7	7
Experience	1-4	46	46
	5-9	41	41
	10 & above	6	6
	unknown	7	7

Table: 1: Demographics

Results and Discussion:

The correlation between the two variables namely diversity and job satisfaction was checked, the result of which being reported in the correlation matrix. The two variables in the study are found to be highly correlated with each other. Throughout the analysis, diversity is an independent variable and will be denoted by D, while job satisfaction is dependent, being denoted by JS.

Correlations:

		D1	D2	D3	D4	D5	JS1	JS2	JS3	JS4	JS5	JS6
D1	Pearson Correlation	1	.337**	-.027	.229*	.143	.056	.003	.216*	.027	.029	-.030
D2	Pearson Correlation	.337**	1	.009	.195	.078	.046	.071	.209*	.101	.040	.009
D3	Pearson Correlation	-.027	.009	1	.134	.101	-.201*	.121	.058	.019	.189	-.037
D4	Pearson Correlation	.229*	.195	.134	1	.287**	.105	-.070	.151	.251*	.191	.015
D5	Pearson Correlation	.143	.078	.101	.287**	1	.340**	.256*	.278**	.244*	.500**	.295**
JS1	Pearson Correlation	.056	.046	-.201*	-.105	.340**	1	.384**	.191	.344**	.326**	.482**
JS2	Pearson Correlation	.003	.071	.121	-.070	.256*	.384**	1	.220*	.316**	.318**	.186
JS3	Pearson Correlation	.216*	.209*	.058	.151	.278**	.191	.220*	1	.259**	.372**	.068
JS4	Pearson Correlation	.027	.101	.019	.251*	.244*	.344**	.316**	.259**	1	.267**	.265**

JS5	Pearson Correlation	.029	.040	.189	.191	.500**	.326**	.318**	.372**	.267**	1	.192
JS6	Pearson Correlation	-.030	.009	-.037	.015	.295**	.482**	.186	.068	.265**	.192	1
**. Correlation is significant at the 0.01 level (2-tailed).												
*. Correlation is significant at the 0.05 level (2-tailed).												

Table 2: Item to Item Matric Correlation

Correlations			
		D	JS
D	Pearson Correlation	1	.230*
	Sig. (2-tailed)		.021
	N	100	100
JS	Pearson Correlation	.230*	1
	Sig. (2-tailed)	.021	
	N	100	100
*. Correlation is significant at the 0.05 level (2-tailed).			

Table 3: Variable to Variable Metric Correlation

As shown in the table 3, variable to variable correlation matrix shows that the correlation of D to D is 100% and the correlation to JS is 0.230 at significance level of 0.05 and P value shows 0.021; it is significance in the range of +1 to -1, and number of observation is 100. The correlation of JS to D is the same as D has with JS, while JS to JS correlates 100%. It means that correlation is positively correlated with each other and the correlation value shows that diversity is positively and significantly correlated to Job Satisfaction at 0.021 at the significance level of 0.05.

Regression Analysis:

To test the hypothesis of the study, regression analysis was used in the third step. In order to examine the **H1 and H2** of the study, regression was run keeping Diversity as independent and Job Satisfaction as dependent variable. The results are as follows:

<i>Variables</i>	<i>B</i>	<i>t-stat</i>	<i>Significance</i>
<i>D</i>	0.270*	2.340	0.021
R square =	5.3%	Adjusted R square =	4.3%

**** correlation is significant at 0.05 level of significance**

Table 4: Regression Analysis

The above table reveals that the coefficient of diversity is 0.270 which is positive and highly significant at 0.05 level of significance. Now the t-stats of diversity is 2.340 which also shows that the result is highly significant. It means that one unit increase in diversity will cause increase of 0.270 in job satisfaction; the overall fit of model is 5.3% (adjusted R square =4.3%), hence diversity is positively related to job satisfaction, so enhance hypothesis H1 is accepted.

Recommendations:

Following are the recommendations drawn from the results of this study.

- The management of human resources at the organization level is an integral part of the management process. At organizational level, the human resources should be devoted to diversity training opportunities. All employees should be well skilled to work in diverse organization.
- Employees should be allowed to take certain decisions themselves while doing their work. Employees should be asked about what way they think the job should be done. Employees should be flexible enough to decide the best possible way of doing their jobs.
- Managers should focus on equal and equitable pays structure in their organization so that employees can be rewarded well in comparison to the market.
- Managers should make the work setting a challenging and exciting place for employees so that they can feel a sense of accomplishment by fulfilling certain challenging

tasks with excitement.

Limitations Faced during my Research Work

This study carried some limitations, as follows.

- The majority of my research questionnaires are marked by the teachers of the same university, while this should be from different organizations for better results
- Time and Budget limitation
- The majority of teachers are not highly experienced, which limited my research.
- Laborious jobs holders have not participated in my research work.
- My questionnaire items are few in number, which does not define all the necessary areas of the topics.
- We may observe better results if the recent results are conducted by different organization workers.
- Future studies should gather information from a more diverse set of organizations. The research now was limited to 2 variables only. Future studies should consist of more variables.
- Finally the data was gathered from the organizations of Pakistan only; future research should perform the study in different contexts in order to enlarge its generalizability to a much wider context.

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