

A Study of Impact of Male Dominant Organizational Culture on Job Satisfaction of Women Employees

Dr. Shabnam Gurung

Associate Professor, Department of Commerce, Ahmednagar College, Ahilyanagar, Maharashtra, India

DOI : <https://doi.org/10.5281/zenodo.21460028>

Introduction

Globalization brings limitless boundaries and opportunities for all and because of it both (men and women) have to work together for the achievement of organizational goals and fulfillment of their individual needs. For working efficiently and effectively it's highly essential for the employees to be satisfied with the job and the organizational environment. Job satisfaction plays an important role for the happiness and prosperity of the individuals and the organization that has employed them. It proves by this sentence of (Carnegie) said, "Take away my factories, my plants, take away my railroads, my ships, my transportation; take away my money, strip me of all these, but leave me my men and in two or three years, I will have them all again." Andrew

Carnegie defines the importance of manpower in organization and the potential of human resource to bring long term success to the organization. Human resource is the most vital asset for organizational development. It brings benefits to both employees as well as for the organization. Job satisfaction brings high performance in work as the employees are satisfied with their job, reduces the level of the absenteeism, reduces labour turnover and helps to develop positive work culture and good organizational behavior in organization. (Bennett, 1994) stated that "job satisfaction is the extent to which employees perceive their work favorably. High job satisfaction indicates a strong correlation between an employee's expectations of the rewards accruing from a job and what the job actually provides" For employees job satisfaction brings life satisfaction, happiness and progress in life. An employee's overall satisfaction with their job is the result of a combination of different factors. These different factors are classified in organizational factors and personal factors. (Locke, 1969) proposed that "Job satisfaction is

Disclaimer: The opinions, interpretations, conclusions, recommendations, analyses, and statements expressed in this research article are solely those of the author(s) and do not reflect the views, policies, or positions of the Publisher, Chief Editor, Editors, Editorial Board, Reviewers, or their affiliated institutions. The author(s) are solely responsible for ensuring the originality, authenticity, and integrity of the manuscript and for ensuring that it is free from plagiarism, AI-generated content, copyright infringement, data falsification, and any other form of academic misconduct.

an emotional response resulting from the achievement of one's values on the other hand job dissatisfaction is the emotional state resulting from the failure to achieve one's values. Therefore, job satisfaction and dissatisfaction are a function of the perceived relationships between what one desires from one's job and what one perceives the job to be offering.

Justification of the study

In today's modern India women are having plenty of opportunities in the field of education, science, technology, banking, insurance, telecommunication, entertainment and many more to prove her competence and excellence. These opportunities enable her to make her independent in every aspect of life but nevertheless India is still a male dominated society, where women are considered inferior and subordinate to men. Besides having qualification, talent, qualities and experience, women are not having opportunities. Due to this male dominant culture women are not finding space to prove her. As India is having male dominant culture researcher tries to find out the impact of male dominance organizational culture on the job satisfaction level of women employees.

Literature review

According to the (Garcia-Mainar, 2016) women at male dominated occupations do not have job satisfaction. Women are bound to work with special pink occupations rather male occupied professions. (Metle, 1995) studied the influence of traditional culture and demographic characteristics on job satisfaction among Kuwaiti women employed in the Kuwaiti banking sector in Kuwait. According to (Metle, 1995) Kuwaiti culture and tradition negatively affect the level of overall satisfaction among Kuwaiti women employees and The level of satisfaction among Kuwaiti women employees in the Kuwaiti banking sector towards the level of payment and their feeling of job security is negatively associated with Kuwaiti culture and traditions. The study by (Shabana Muhammad Anwar, 2021) primarily investigated the effects of male dominance on the job satisfaction of working women in the tribal system of Quetta (Balochistan). The results of the study show that there is an association between male dominance and job satisfaction of working women. The environment of the workplace for women is not supportive because of socially constructed roles of gender. In a patriarchal society, the mechanism of male dominance treats women as a useless part of society, where women have no empowerment; the situation is equivalent at the workplace as well.

Objective of the study

The objective of the research paper:

1. To understand the impact of male dominant organizational culture on job satisfaction of Women employees.

Hypothesis of the study

The hypothesis of the research paper:

1. There is no significant relationship between male dominance and job satisfaction of women employees

Classes of respondents

1. Total sample size of the study was 104 women employees working in the Banking and Insurance Sector.

1. The sample was selected from Ahilyanagar City.
2. City, Maharashtra, India.\

3. The sample size classified as under:	Public Banking and Insurance Sector	Private Banking and Insurance Sector
Total Respondents		
104	42	62

Scope and limitation of the study

The scope and limitations of the study are as follows:

1. The study focuses only on the impact of male dominant culture on job satisfaction of women employees. No other matter was being investigated.
2. The study was confined to the banking and insurance sector. Other sectors were not in the preview of this study.
4. The scope of the present study was confined to the geographical area of Ahilyanagar City.

Other districts were not included in the study.

5. The samples of study were 104 respondents
6. The sample was selected by Stratified Random Sampling.

Research methodology

The present study focused on the job satisfaction of working women at male-dominated culture in Ahilyanagar city. The sample of the study was women working in private and public sector banks in Ahilyanagar City. The stratified random sampling technique was used to select the sample size of the study. 104 respondents (working women) were selected in order to gather data about the relevant topics. Close-ended questionnaire distributed to collect information regarding impact of male dominant culture on the job satisfaction of working women. To analyze the data statistically SPSS software were (statistical package of social sciences) used by the researcher. The Chi-square test was applied to measure the association between variables.

Method of data collection

A. Primary data

Questionnaires

The data for the present study has been collected by the researcher. A self-prepared structured closed-ended questionnaire was prepared by the researcher by keeping in view the purpose of the study. The researcher gets a structured questionnaire filled from 104 women working in banking and insurance sector of Ahilyanagar city through Google form and also collected some information through face-to-face interviews.

B. Secondary data

The secondary data reference would include books by management experts, Ph.D thesis, article in periodical, newspapers, research paper; journals. Secondary also collected from the internet.

Demographic description of the respondents

According to the demographic information of the respondents 46.2% of the respondents were graduate, 32.7% of the respondents were postgraduate, 13.5% of the respondents were having professional qualification and 7.7% respondents were having other qualifications. 92.3% of the respondents were graduates which indicate that the respondents were educated and were able to understand the content of the questionnaire. Under this study 44.2 % of the respondents were have work experience up to 5 years, 32.7% of the respondents were have experience more than 5 years but less than 10 years, 16.3% of the respondents were have job experience more than 10 years but less than 15 years and 7% of the

respondents were have work experience more than 15years. 59.6% of the respondents were working in Private Sector Organizations and 40.4% the respondents were working in Government Organizations. The respondents were familiar with the work environment and have been facing opportunities and challenges while working.

Reliability analysis

Case Processing Summary			
		N	%
Cases	Valid	104	100.0
	Excluded ^a	0	.0
	Total	104	100.0

Reliability Statistics			
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items	Status
.893	.866	10	Reliable

It has been considered that the reliability should be more than 0.7. The obtain value Cronbach's Alpha (0.893) is greater than the standard value of Cronbach's Alpha (0.7), indicating that the data is reliable and provide us the actual information as we want from the data side.

Data analysis, interpretation and finding

The study focused on the impact of male dominant culture on the job satisfaction of women employees of Ahilyanagar City. This research identifies and analyzes the following data:

Chi square test

Case Processing Summary						
Cases						
Valid			Missing		Total	
N	Percent	N	Percent	N	Percent	

Overall satisfaction of Women Employess * Male Dominace	104	100.0%	0	0.0%	104	100.0%
---	-----	--------	---	------	-----	--------

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	374.560 ^a	60	<.001
Likelihood Ratio	275.862	60	<.001
Linear-by-Linear Association	96.279	1	<.001
N of Valid Cases	104		

It has been considered that the reliability should be more than 0.7. The obtained value of Cronbach's Alpha (0.893) is greater than the standard value of Cronbach's Alpha (0.7), indicating that the data is reliable and provides us the actual information as we want from the data side.

“There was a significant relationship at 5% significance level between the male dominance and job satisfaction of the women employees ($X^2 = 374.560$, $p = <.001$)”

Finding

Job satisfaction is a collection of feelings that an individual has for the work. Generally, it refers to an attitude that an individual holds towards his/her respective job. Positive attitude towards the job leads to job satisfaction, and negative attitude towards the job leads to job dissatisfaction.

Job satisfaction is influenced by various factors. These factors are categorized into personal factors, organizational factors, job inherent factors, and managerial aspects related to job, etc. All these factors are responsible for making individuals satisfied and dissatisfied with the job. As India is having a male dominant culture in the society; it is obvious that it has also an impact on the organization culture of the organization. The findings of the research paper show that the male dominant culture has a significant impact on the job satisfaction of the women employees working in banking and insurance sector of Ahilyanagar City. According to the respondents, they didn't have any support and co-operation from male counterparts in work. Number of times it was found that women may not be considered for higher positions even if she is qualified for it. Main preference is given to the male employees for higher levels.

of promotion and women employees don't have any opportunities for professional development. The women employees have to face the problem of gender discrimination at the work place and have to suffer the pressure of mental and sexual harassment. The finding of the research paper shows that the women employees also face the criticism from the male counterparts even when they work satisfactorily.

Conclusion

In today's world of modernization women have numerous opportunities in all the fields ranging from education sector to space exploration. There is no-doubt that women have proven her abilities, qualities, strength and intelligence in all spheres of life from managing home to managing the nation. In modern India still we observe the male dominated culture and definitely it has a great impact on the organization culture of organization. This male dominant organizational culture has an impact on the women employees. The conclusion of the study provides information that dominance of male employees affects the level of job satisfaction of women employees at the workplace. The result of the study shows that there is an association between male dominance and job satisfaction of women employees. Women employees were dissatisfied with their respective jobs due to the male dominant culture at the workplace. Due of this women employee faces the problem of mental and sexual harassment, continuous interference of male employees, unequal opportunities for professional development, criticism by the male employees and altogether it has an adverse impact on the job satisfaction of women employees. The inequalities between men and women employees affect the physical health and mental health of the women employees.

Research limitations and future research direction

The present study was limited to women employees working in the banking and insurance sector of the Ahilyanagar City hence it cannot be generalized to other sectors. The study focused on the impact of male dominant culture on job satisfaction of the women employees. In future the comparative study can be conducted between women employees working in other sectors.

References

- 1) Abraham, M. (1943), "A theory of human motivation", *Psychological Review*, 80, 370-396.
- 2) Andreas Born, Eva Ranehill, Anna Sandberg (November 2018), "*A man world? - The impact*

- Of male dominated environment on female leadership*", retrieved on 3 Feb 2024 from <chromeextension://efaidnbmninnibpcjpcgclclefindmkaj/https://core.ac.uk/download/pdf/185290941.pdf>
- 3) Bennett, R. (1994), "Organizational Behaviour", UK: Longman Group
- 4) Born, Andreas Ranehill, Eva Sandberg, Anna (Nov 2018) "*A man's world? – The impact of a male dominated environment on female leadership*" retrieved on 1 March 2024 from <https://gupea.ub.gu.se/handle/2077/58135>
- 5) Daniel da Trindade (27 Oct 2022), "*Gender Discrimination at Workplace: A case study of Banking Sector*" retrieved on 6 July 2023 from <chrome-extension://efaidnbmninnibpcjpcgclclefindmkaj/https://repository.uwtsd.ac.uk/id/eprint/23/1/2365%20da%20Trindade%2C%20Daniel%20%282022%29%20Gender%20Discrimination%20at%20Workplace.pdf>
- 6) Danny Clarke (January 24, 2022), "*WORKPLACE CULTURE Women's wellbeing in male-dominated industries*" retrieved on 3 Dec 2023 from <https://www.shponline.co.uk/culture-and-behaviours/womens-wellbeing-in-male-dominated-industries/>
- 7) Deanna Cuadra (March 31, 2023,) "*Women leadership in insurance : How this CMO reached C-suite*" retrieved on 2 Feb 2024 from <https://www.benefitnews.com/news/barriers-for-women-leadership-in-insurance>
- 8) Ellevest (Mar 15, 2021), "*How to Survive and Thrive In A Male-Dominated Workplace*" Retrieved on 14 Feb 2024 from <https://www.forbes.com/sites/ellevest/2021/03/15/how-to-survive-and-thrive-in-a-male-dominated-workplace/?sh=2632115d7d1b>
- 9) Erin Eatough, PhD (June 17, 2022), "*Women experience increased stress in male-Dominated industries*" retrieved on 7 Dec 2023 from <https://www.betterup.com/blog/women-experience-increased-stress-in-male-dominated-industries>
- 10) Forensic Victimology (2014), "*Male Dominance – It is a form of sexual oppression that is based on the manipulation of women's sexuality in order to assure male dominance and exploitation*" Retrieved on 13 Feb 2024 from <https://www.sciencedirect.com/topics/social-sciences/male-dominance>
- 11) Georgina Fuller (29 Nov 2017) "*Challenging male-dominated culture at work*" retrieved on Jan 2024 from <https://www.raconteur.net/future-ceo-2017/challenging-male-dominated-culture-at-work>
- 12) Gracia-Mainar, I. G. M. (2016), Gender Differences in Occupations, Job attributes and job

Satisfaction, *Revista de, Economia Aplicada*, 27 (71), 39-67

13) Holly Althof (March 6, 2021), “*How Toxic Masculinity Is Ruining Your Workplace Culture*”, retrieved on 1 Feb 2024 from [https://www.shrm.org/in/topics-tools/news/all-things-](https://www.shrm.org/in/topics-tools/news/all-things-work/how-toxic-masculinity-ruining-workplace-culture)

[work/how-toxic-masculinity-ruining-workplace-culture](https://www.shrm.org/in/topics-tools/news/all-things-work/how-toxic-masculinity-ruining-workplace-culture)

14) J. François Outreville (2018), “*Culture and Life Insurance Ownership*” retrieved on 3 2024 from <https://www.jstor.org/stable/26505753>

15) Jacquelyn Renee Scheider MBA PMP (April 27, 2021) “*The “male-dominated” workplace is out: Here is what you can do and say instead*”, retrieved on 1 Jan 2024 from <https://www.linkedin.com/pulse/male-dominated-workplace-out-here-what-you-can-do-say>

16) James E. Gruber (June 1998), “*The Impact of Male Work Environments and Organizational Policies on Women's Experiences of Sexual Harassment*” Retrieved on 24 Feb 2024 from <https://www.jstor.org/stable/190287>

17) Josie Cox (27 May 2021), “*The Face Of Wall Street Is Changing But Gender Inequality Runs Deep*” retrieved on 2 March 2024 from <https://www.forbes.com/sites/josiecox/2021/05/27/the-face-of-wall-street-is-changing-but-gender-inequality-runs-deep/?sh=3f2f9d28443a>

18) Julia Boorstin (26 June 2018), “*CLOSING THE GAP Survey: It’s still tough to be a woman on Wall Street — but men don’t always notice*” retrieved on 3 March 2024 from <https://www.cnbc.com/2018/06/25/surveyon-wall-street-workplace-biases-persist---but-men-dont-see-t.html>

19) K ALAMELU (March 07, 2023), “*Banks must employ more women*” Retrieved on Jan 2024 From <https://www.thehindubusinessline.com/opinion/banks-must-employ-more-women/article66592893.ece>

20) Krishna Reddy, “*20 Innovative Human Resources activities for Employees*,” Wisestep, Retrieved on 01/16/2022 from <https://content.wisestep.com/innovative-human-resources-activities-for-employees/>

21) Kweilin Ellingrud, Meghan Lodolo (17 October, 2019), “Gender parity is still a problem in insurance: Here’s what leaders can do” retrived on 27 Jan 2023 from <https://www.mckinsey.com/industries/financial-services/our-insights/insurance-blog/gender-parity-is-still-a-problem-in-insurance-heres-what-leaders-can-do>

22) Kweilin Ellingrud, Alexis Krivkovich, Marie-Claude Nadeau, and Jill Zucker (21 Oct 2021),

- “Closing the gender and race gaps in north american financial services” retrieved on 2 Dec 2023 from <https://www.mckinsey.com/industries/financial-services/our-insights/closing-the-gender-and-race-gaps-in-north-american-financial-services>
- 23) Locke, E. (1969). “What is job satisfaction?”, *Organizational behavior and human performance*, 4, 309-339
- 24) Locke, E. (1983)., “Nature and causes of job satisfaction.” *Handbook of Industrial and Organizational psychology*, p. 1319
- 25) Mbah, S. a. (2012). Job Satisfaction and Employess turnover intentions in total Nigeria plc in Lags. *Internation Journal of Humanities and Social Science*, 2(14), 275-287.
- 26) Mercedes Conception-Gray (18 April 2023) “*Embracing Equity for Women in Insurance*” Retrieved on 4 March 2024 from <https://us.nttdata.com/en/blog/2023/april/embracing-equity-for-women-in-insurance>
- 27) Metle, M. M. (1995). A study of the influence of traditional culture and demographic characteristics on job satisfaction among kuwaiti women employed in the Kuwaiti banking sector. *Unpublished Thesis Submitted to University of Glasgow*. Scotland Uk.
- 28) “*Most-Common Problem Found – Problem with Career Advancement*,” Employees survey.com, retrieved on 01/14/2022 from <https://www.employeesurveys.com/past-survey-findings/most-common-problems-found/career-advancement/>
- 29) “*Performance Management and Evaluation, Human Resource Finance Management*” – University of Nabarasaka Linclon, retrieved on 02/01/22 from <https://hr.unl.edu/er/performancemanagement/#:~:text=Performance%20management%20is%20a%20partnership,with%20department%2Fcollege%20strategic%20plans.>
- 30) Racheal Dankwano & Zubair Hassan (May 2018), “*Impact of Gender Diversity on Indian Firm's Financial Performance*” retrieved on 23 Sep 2023 from https://www.researchgate.net/publication/326096862_Impact_of_Gender_Diversity_on_Indian_Firm's_Financial_Performance
- 31) Randhawa, G. (2007). *Human Resource Management*. New York: Atlantic Publishes and Distrbutors.
- 32) Ramesh kumar (Jan 2019), “*Women are an integral part of the Insurance sector*” retrieved on 4 March 2024 from <https://www.peoplesmatters.in/article/leadership/women-are-an-integral-part-of-the-insurance-sector-20501>

- 33) Reza, F. R. (n.d.). "The influence of interpersonal communication and organizational culture on job satisfaction of academic univerisity". *Internaltion Journal of Business and Economic Affairs*, 2(6), 310-316.
- 34) Resmi Bhaskaran (March 9, 2021) "*Indian banks remain male bastions despite gender inclusion policies by govt, RBI*" retrieved on 1 March 2024 from <https://www.policycircle.org/industry/gender-inclusion-bank-jobs/#:~:text=Indian%20private%20sector%20banks%20also,standards%2C%20shows%20the%20Catalyst%20data>
- 35) Rostan, P. A. (2021). *Journal of emerging economies and Policy*. 6(2), 5-19.
- 36) Sarah Kessler (June 17, 2021) "*Mediocre' men get ahead in finance more easily, say women In the industry*" retrieved on 21 jan 2024 from <https://www.nytimes.com/2021/06/17/business/gender-equality-finance-industry.html>
- 37) Shailesh Sing (June 2019) "*Fueling diversity in the insurance industry: How far have we made it?*" Retrieved on 2 Feb 2024 from <https://www.peoplesmatters.in/article/life-at-work/fueling-diversity-in-the-insurance-industry-how-far-have-we-made-it-21918>
- 38)Shabana Muhammad Anwar, F. M. (2021). Sociological analysis of job satisfaction of working womenat male-dominated workplace in Quetta (Balochistan). *Journal of Management Practices, Humanities and Social Science*, 5(1), 12-17.
- 39)Shahani, N. N. (n.d.). A study of work-Life balance for the working women in the United Arab Emirates and its impact on their job satisfaction and employee retention: A review study. *International Journal of Business and Economic Affairs*, 5(2), 85-95