

GENDER DIFFERENCES IN THE CASE OF WORK SATISFACTION AND MOTIVATION

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Abstract: The aim of the article is to point out the gender differences in the assessment of the selected variables in terms of work “satisfaction“ and “motivation – lack of motivation“ among employees. The research made use of the material obtained from primary sources. The primary sources were data collected from questionnaires filled out by the inhabitants of Slovakia. The sample consisted of SMEs' employees. Using the method of random sampling we have identified 442 SMEs. Within this group we have reached out to a total of 665 employees. The research sample included 136 respondents. The research sample consisted of employees of various organizations, like those working in the manufacturing sector, commerce, services, administration and other not specified fields. The results point to the fact that the women's job satisfaction, in contrast to men, significantly affects the recognition of the superior. In the case of work motivation – the demotivation of women is significantly influenced by the fear of losing the workplace and also by the unfair behavior of the superior.

Key words: motivation, disincentive, employees, work process

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Introduction

The current time and the innumerable need provide a significant amount of incentives available to the manager, which motivates the manager and also his employees, whether or not they are large businesses or SMEs. Motivation generally represents a group of internal impulses, goals, attitudes, and human relationships to the situations (Míkva, 2007). Motivation has been broadly characterized as one of the most powerful predictors of human behaviour—a key predictor of performance for practitioners and a crucial element in creating theories of behaviour for theorists (Steers et al. 2004). Therefore, it is not surprising that motivation appears in a variety of discipline journals (e.g., Davis et al., 1992), nor that business researchers and managers always had a great interest in understanding individuals, and their motivation to use social media and mobile technologies on behalf of businesses (e.g., Leftheriotis and Giannakos, 2014). First of all, motivation should

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be based directly on the employee, on his or her needs. Every person (employee) performs high performance if there are sufficient reasons for doing so. People are never motivated by just one motive. It is always a complex in which the themes are interconnected and influenced (Ślusarczyk and Broniszewska, 2015; Alexy et al., 2004). The employees' behaviour is usually not caused by an isolated motive but by a whole set of motives (Kubáni, 2005; Gavurová and Šoltés, 2016; Oláh et al., 2017). Motivating people is the key aspect of a manager's job (Birknerová, 2011; Becerra-Alonso et al., 2016). Successful motivation requires thinking, time and responsibility. Employees are motivated intrinsically as well as extrinsically (Osterloh and Frey, 2000). In the last 10 years, intrinsic motivation—or motivation without money – has become a fashionable topic in business magazines. In this practice-oriented literature (e.g., Pink, 2011; Androniceanu, 2014), authors have alleged that intrinsic motivation is linked to various positive outcomes such as work engagement, task identification, positive affect, and employee productivity in a context, which is traditional. Top-down incentive systems have seemingly reached their limits. Hence, for practical reasons, it is necessary to distinguish between intrinsic and extrinsic motivation (Pinder, 2011; Mura and Horvath, 2015; Irimie et al., 2017). Motivation must be done through a variety of different activities that are a part of the management process and at the same time by using our own unique techniques (Lauby, 2016; Strauss et al., 2017; Androniceanu, 2017). Based on this, we can state that motivation is used to bring together all the aspects (personal interests, employees' efforts with the need of the organizational unit and with the whole organization (Kazlauskienė et al., 2017), which are the consequence of the targeted work of managers, personnel experts and employees (Blašková, 2003; Kot et al., 2016). This topic is current in the SME level because the number of employees is smaller, allowing them being motivated faster and more efficiently by various means. The struggle for a high-quality employee and the attraction of the workforce are the issues that the SMEs should talk about on a daily basis. They are aware of the fact that the employee is the creator of the product and that only an employee with esteemed qualities will increase his/her deployment (Birknerová, 2011). Just a satisfied employee is a good employee. The provision of standards prescribed by the Labor Act is no longer sufficient. If the SMEs want to compete in a competitive fight, they have to offer more to their employees (Lauby, 2016; Porter et al., 2016; Straka, & Stávková, 2015). On the basis of the current state of the problem, it can be stated that the issue of the employee motivation is a highly discussed and studied topic. The authors focus on the exploration of motivation factors. An example could be a research by authors such as Strauss et al. (2017). In their studies, they deal with the issue of proactivity and motivation, which moderate the effects of active working behavior on the employment of the employees. According to Martin (2017), another important research in this field is the exploration of innovative work practices and the use of information and communication technologies to motivate employees. Similarly, Loosemore and Lim (2017), Simanaviciene et al., (2017), Grabara et al., (2016),

Paulík et al., (2015) deal with the link between corporate social responsibility and business performance in the construction and services sectors. Last but not least, Ratiu et al. (2017) studied the development of managerial skills and motivation through coaching. According to the survey of the Visually company (2016), it can be said that 70% of SME workers are motivated by other rewards, instead of the financial benefits. 83% of SME employees are motivated by the recognition of their benefits, 76% are motivated by the possibility of the career progression and 90% consider the entertainment environment to be very motivating. Based on the above-mentioned reasons, in the research we decided to focus on the relationship between motivation and demotivation of SME employees.

Methodology

As a part of our research, we focused on mapping the employees' satisfaction in the work environment, mapping employees' wage valuation, and also motivating them to work and mapping their overall well-being. In the case of mathematical and statistical verification, our goal was to identify the gender differences of the perceived satisfaction, motivation and demotivation of the employees in the working process. Based on our research, the following hypotheses were formulated:

H1: We assume that there are statistically significant gender differences in the assessment of employee satisfaction in the working process.

H2: We assume that there are statistically significant gender differences in the assessment of the employee's motivation – demotivation in the work process.

The survey was made up for the SME employees. It included the fields of industry, services and administration. Based on the random selection, 442 SMEs were identified from the manufacturing, business, service, and the administrative sectors. Within the above-specified group, a total of 665 employees were surveyed within SMEs, in all the regional capitals in Slovakia. After the audit, 136 respondents could be included in the analysis. The data collection was conducted through a questionnaire. The questionnaire contained 5 issues of demographic focus, 3 issues of wage orientation. The dimension of job satisfaction is composed of 8 questions and motivation, which is linked to the demotivation, composed of 20 questions. The variables of motivation, demotivation and job satisfaction were defined on the basis of the input analysis - a personal interview on the sample of the SMEs employees. In the following section we are describing only the selected questions which correspond to our contribution. The questionnaire was distributed by the respondent in electronic form, by sending it to available e-mail addresses. The collection was carried out during September - October 2015. Thereafter, we carried out a mathematical and statistical verification of the hypotheses we have set out. In the research we analysed the interrelationship between the selected characteristics. We investigated the gender differences through t-tests in the SPSS statistical program. The examined demographic variables were the following: the gender identity of the respondents, their education, their age and their practice.

Regarding to the gender structure, there was a group of men with a share of 64.70% (88). The share of women represented 35.40% (48). The age structure of the examined respondents are the following: the respondents aged 18-25 years accounted for 8.82% (12), the respondents aged 26-35 years accounted for 38.97% (53), the respondents aged 36-45 years accounted for 36.76% (50), the respondents aged 46-55 years accounted for 11.03% (15), and finally the respondents aged 56+ years accounted for 4.41% (6). In the category of the highest education, the highest share was recorded by the group of respondents with secondary education with a school leaving examination 50.70% (69), 44.90% (61) of the respondents declared their achieved university education.

Table 1. Years of experience

Years of experience	Number	Revised percentage
1-5 years	28	20.60 %
11-15 years	31	22.80 %
15 and more years	45	33.10 %
6-10 years	25	18.40 %
Less than 1 year	7	5.10 %

In its sector, with a total of 5.10% (7) respondents has worked less than a year. Respondents with experience between 1 and 5 years were 20.60% (28). The share of 6 to 10 years of experience was 18.40% (25) of the respondents. In addition, respondents with the experience of 11 to 15 years were 31 (22.80%). Subsequently, the respondents with a work experience of 15 and more years, were (45) with a share of 33.10%.

Table 2. Structure of wage forms

Wage forms	Number	Revised percentage
Time rate system	8	5.90 %
Measured day work	3	2.20 %
I do not know	1	0.70 %
Straight piecework system	10	7.40 %
Combination of Time and Piece Work	58	42.60 %
Contractual wages	56	41.20 %

Table 2 describes the distribution of respondents based on forms of wages. The most common form of wage that employees are remunerated is the combination of Time and Piece Work, represented by 42.60% (58) respondents. Contractual wage is represented by 41.20% (56) of respondents. Furthermore, 7.40% (10) of respondents are paid by straight piecework system. Only 5.9% (8) of respondents are rewarded with a time wage. The other values found can be deduced from the following Table 3. On the question of the respondents' opinion on whether wage assessment is the most important factor leading to their job satisfaction. 63.20% (86) of the respondents answered "Rather yes".

Table 3. Structure of satisfaction with the wage

Wage - Job satisfaction	Number	Revised percentage
I do not know	4	2.90%
Definitely yes	23	16.90%
Definitely no	5	3.70%
Rather yes	86	63.20%
Rather no	18	13.20%

16.90% (23) of the respondents answered “Definitely yes”, for this group of respondents the wage is the most important factor in the job evaluation. “Rather no” was chosen by 13.20% (18) and 3.70% (5) of the respondents answered “Definitely no”. It is interesting, that 2.90% (4) of the respondents were not able to answer the question.

Results

The results of a part of the analysis aimed at identifying gender differences in the perceived satisfaction of the employees in the working process point to the fact, that only one of the eight variables examined has identified statistical significance for women (Table 4).

Table 4. Comparison of employee satisfaction assessment from a gender perspective

Variable	Gender	Mean	Std. Deviation	Test criterion (t)	Signification Sig. (2-tailed)
Interesting job	Male	1.48	0.587	-0.406	0.685
	Female	1.52	0.618		
Joy from work	Male	1.36	0.571	-0.516	0.607
	Female	1.42	0.577		
Free regime	Male	2.27	0.956	0.351	0.726
	Female	2.33	0.975		
Salary height	Male	1.67	0.638	0.618	0.538
	Female	1.60	0.574		
Career progression	Male	1.98	0.857	-0.013	0.989
	Female	1.98	0.758		
Competitiveness	Male	3.08	1.106	-1.309	0.193
	Female	3.29	0.771		
Recognition from co-workers	Male	2.15	0.810	0.153	0.879
	Female	2.13	0.866		
Recognition from superiors	Male	1.68	0.766	2.381	0.019
	Female	1.40	0.610		

Specifically, it is a variable recognition from the superiors. According to women, praises are very important for their work. For them it is more important, than for men to recognize the superior, so that their work is highly appreciated and subsequently evaluated. They are the women who, in achieving good results and recognizing the environment, are capable of achieving better working results and thus meeting the strategic goals of the organization.

On the other hand, according to men the recognition from the superior is really important, but not as much as in the case of women. Men are satisfied with their work and their responsibility to perform their duties without praises and theatricality. Women are more temperamental and therefore the appreciation by the supervisor takes a good advantage on them. It is very positive and motivating for them, presumably also by rivalry among other co-workers, perhaps more in case of women. We have not noticed other statistical significance when examining gender differences in the employee satisfaction. In the final evaluation of H1, we state that our assumption of differences in the assessment of the selected variables of employee satisfaction in the working process between men and women has been confirmed. The following part of the survey describes the findings in the analysis aimed at identifying statistically significant gender differences in the motivation – demotivation assessment of employees in the working process. As shown in Table 5, statistical significance has been shown to benefit women in two of the twenty variables surveyed motivation - demotivation of employees in the working process. Within these findings, statistical significance has been demonstrated in the case of the volatile variables for employees.

Table 5. Statistical significance for inclusion in an organization

Variable	Gender	Mean	Std. Deviation	Test criterion (t)	Signification Sig. (2-tailed)
Unstable job	Male	1.80	0.833	1.823	0.048
	Female	1.56	0.580		
Impossibility of career growth	Male	2.49	1.006	-0.409	0.683
	Female	2.56	1.009		
Not increasing the salary	Male	2.33	0.906	-0.153	0.878
	Female	2.35	0.887		
Salary height	Male	2.43	1.026	1.129	0.251
	Female	2.23	0.951		
Denying financial rewards	Male	2.10	0.910	1.028	0.298
	Female	1.94	0.861		
Monotonous, unexciting work	Male	1.84	0.993	0.293	0.758
	Female	1.79	0.824		
Lack of initiative and inability to work	Male	1.89	0.794	-0.493	0.619
	Female	1.96	0.824		
Poor management	Male	1.63	0.763	0.977	0.331
	Female	1.50	0.684		
Bad relations with the superior	Male	1.63	0.732	1.382	0.163
	Female	1.44	0.769		
Unjust conduct of the superior	Male	1.48	0.727	1.978	0.025
	Female	1.25	0.438		
Incomprehension of the obstacles and difficulties in the work from the superior	Male	1.83	0.791	1.606	0.108
	Female	1.60	0.765		
Bad relationships in the workplace	Male	1.63	0.683	-0.159	0.870
	Female	1.65	0.758		

Outreach and friendship at the workplace	Male	3.05	1.193	-0.454	0.646
	Female	3.15	1.255		
Inappropriate communication and bad flow of inside information	Male	1.97	0.780	1.153	0.252
	Female	1.79	0.874		
Not allowing flexible working hours	Male	2.80	1.019	-0.643	0.516
	Female	2.92	1.069		
Bad physical aspects of the work environment (dirt, noise)	Male	2.39	0.976	0.556	0.570
	Female	2.29	0.898		
Unsafety workplace	Male	2.22	1.098	1.186	0.235
	Female	1.98	1.120		
Denying sickness and pension benefits from the employee	Male	2.28	1.093	-1.043	0.287
	Female	2.50	1.185		
Denying employee benefits such as training, holidays	Male	2.24	0.935	-0.797	0.395
	Female	2.40	1.180		
Bad company record	Male	1.72	0.843	-0.329	0.732
	Female	1.77	0.973		

This means that women are very demotivated by an unstable job. If they are unsure, their motivation often diminishes, their interest in work is low and their work performance is average. The vision for the future is uncertain, so their job satisfaction is not high enough. On the contrary, men in this case can be perceived as breadwinners, who earn money and the job is very important for them. They want to pull strings to get a promotion even at the cost of job instability. Men are often hunters, family keepers, so their progress, even with the assumption of uncertainty, is sometimes less demotivating.

Another statistical significance was recorded in the case of the unjust behaviour of the superior as well as in the case of women. Women are very demotivated as a result of unfair conduct by the superior. Usually, women are more emotional, they cannot take criticism, and their personality often does not take unjustness and humiliation.

Men, on the other hand, are more resilient to such behaviour, it is equally demotivating to them, but not to such an extent as for women. In some cases, men also know how to take criticism; their ego will not allow them to succumb to the blame or the unjust conduct of the superior. They are also trying to do their job despite such a situation, given that they are often in a role of a breadwinner and a family leader. In the framework of the final H2 evaluation, we assume that our assumption of the differences in the assessment of the selected variable motivation – demotivation of employees in the working process between men and women has been confirmed.

Conclusion

The distinctive feature that is natural to the current market environment is its constant variability. One of the conditions that determine the success of businesses operating in such a changing and volatile environment is the quality of their human resources. Nowadays, the motivation and management of human resources is one of the most dynamic components of the SME management, which is experiencing ever greater development. The necessity for knowledge and the application of theoretical knowledge from the field in practice is a great importance especially in terms of the competitive advantage that is contained in the human capital of the enterprise. As regards to motivation - demotivation, the employee tends to become doubtful in the context of demotivation, where employees are often unsure about their job and they often experience the risk of losing their job, thereby reducing their motivation to work. Employees with low motivation are also disappointed because of the impossibility of promotion and financial rewards.

Therefore, the motivation of these employees is falling and they are unsure by their work activity. This consequently creates dissatisfaction with the employment and doubts. Their efforts to grow and the self-realization are the subject to demotivation even if the workplace is unfair, whether by the superior or the collaborators.

We recommend that SMEs, especially for women employees, to make advantage of non-financial forms of remuneration, such as praise or recognition before other employees. As regards to men, the financial incentive plays a big role, but free tickets for sport events or discounted coupons for electronics are also appropriate. Non-financial rewards for women's motivation are dominated by free tickets to cultural events such as cinemas or theatres. These differences in motivation are not as large and unambiguous as far as gender diversity is concerned, but it is certainly necessary to look at them and access them responsibly by businesses, because they can decide on the success of SEMs in a competitive fight.

Based on the results, we agree with the persuasion that it is really difficult to estimate the direction in which our area will be explored in the future. However, our findings show that employees prefer different attitudes, opinions and ideas, and many situations and forms of behaviour often need to be addressed individually. Our findings have the ambition to help the SMEs better understand the most important area of human resources issues that motivation is definitely about. Ultimately, employees are the most significant capitals of each company.

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RÓŻNICE PŁCI W PRZYPADKU SATYSFAKCJI I MOTYWACJI DO PRACY

Streszczenie: Celem artykułu jest wskazanie różnic między płciami w ocenie wybranych zmiennych pod kątem „satisfakcji” zawodowej i „motywacji lub braku motywacji” wśród pracowników. W badaniu wykorzystano materiał pozyskany ze źródeł pierwotnych. Źródłami tymi były dane zebrane z ankiet wypełnianych przez mieszkańców Słowacji. Próba składała się z pracowników MŚP. Korzystając z metody losowego pobierania próbek, zidentyfikowano 442 MŚP. W ramach tej grupy badawczej autorzy łącznie dotarli do 665 pracowników. Próbką badawczą objęła 136 respondentów. Próba badawcza składała się z pracowników różnych organizacji, pracujących w sektorze wytwórczym, handlu, usługach, administracji i innych niewyszczególnionych dziedzinach. Wyniki wskazują, że zadowolenie z pracy kobiet, w przeciwieństwie do mężczyzn, znacząco wpływa na uznanie przełożonego. W przypadku motywacji do pracy - na demotywację kobiet znacząco wpływa strach przed utratą miejsca pracy, a także niesprawiedliwe zachowanie przełożonego.

Słowa kluczowe: motywacja, zniechęcenie, pracownicy, proces pracy

工作满意度与动机的性别差异

摘要: 文章的目的是从工作“满意度”和“动机-缺乏动力”的角度指出所选变量评价中的性别差异。这项研究利用了从主要来源获得的材料。主要来源是斯洛伐克居民填写的问卷调查数据。样本由中小企业的员工组成。采用随机抽样的方法，我们确定了442家中小企业。在这个小组里，我们共有665名员工。调查样本包括136名受访者。这个研究样本由各个组织的雇员组成，如在制造业，商业，服务，行政和其他非特定领域工作的人员。结果表明，与男性相比，女性的工作满意度显著地影响了上级的认同。在工作动机的情况下，女性的失去活力受到失去工作的恐惧和上级的不公平行为的显著影响。

关键词: 激励，抑制，员工，工作过程