

## CASE STUDY 3 -

### WHY WOMEN ARE HAPPIER IN THEIR WORK THAN MEN

The world of work is a better experience for women than it is for men, according to a survey. Asked to rate their job satisfaction on a scale of one to seven, women scored an average of 5.56, while males scored 5.22. Experts appear divided over the reasons why women appear to get more out of their work than men. Many women work part time and have job-sharing schemes, which, the survey found, increased job satisfaction as they could pursue other interests too. In addition, older workers get the greatest satisfaction from their jobs, while university graduates are the most dissatisfied of all, according to the survey of 30,000 employees. Employees generally enjoyed their first years at work, but then job satisfaction falls between the ages of 30 and 40. But employees over 60 gained the greatest satisfaction from their work. Professor Andrew Oswald of Warwick University, who conducted the survey, said, "The young are just happy to have a job. As they grow older they realize that ambitions and needs may not be so easily fulfilled." It seems that we all begin thinking we will reach the top in our careers but most of us are forced to adjust. "The older we get, the more settled and content with our role at work we get," he added. Graduates are often frustrated by the lack of challenging work on offer. They are often forced to take low-skilled jobs for which they are overqualified in order to pay off debts. The survey also revealed that long hours at work did not turn people off their jobs.

Employees of small businesses and non-profit making organizations, such as charities, were happier at work than those working for big companies. David Hands, of Federation of Small Businesses, said, "There is a greater camaraderie (friendship) in small firms than in big companies." Workers feel less involved and less secure in bigger firms. He added, "It is more relaxed in small firms and people enjoy it more. Many also get more responsibility, which adds to their satisfaction."

1. Identify three factors that seem to influence job satisfaction and explain them in terms of Maslow's hierarchy of needs.
2. Explain in terms of the features of job enrichment why it might be easier for small firms to motivate staff than big businesses.
3. Discuss the extent to which it might be possible for large firms to use Herzberg's motivators to improve the level of worker motivation.

