



Burden of being a Working Woman; An Empirical Investigation into Satisfaction and Happiness of Working Women in a Patriarchal Society

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Abstract:

Women labor market participation in Pakistan is phenomenally low. Those women who have somehow managed to make into the job market after overcoming numerous odds. Therefore, retention of women in labor force is a daunting task, despite aggressive organizational reward and recognition programs in place. In this study, we attempt to assess the effects of rewards (monetary benefits) and recognition (non-monetary benefits) on the job satisfaction and/or happiness among the working women, both in the absence or presence of various odds and hurdles faced by the by the working women. We predict women job satisfaction and/or happiness in two different scenarios, i.e. absence and presence of odds. To achieve our objectives, we use original micro-data, collected through random sampling, from over 600 respondents. We assess the effects of rewards and recognition on the job satisfaction and/or happiness, both in the presence and/or absence of the odds and hurdles i.e. constrained and unconstrained analysis. We find that rewards and recognition are effective, both constrained and unconstrained scenarios but the former has diminishing effects on the job satisfaction and/or happiness.

Key words: Women, Labor Market Participation, Odds, Job Satisfaction, Happiness, Patriarchal Society, Pakistan.

1. Introduction

In the recent past, the world has witnessed drastic changes in gender based role. For instance, an upward trend in average age of marriage and number of working women, and downward trend in the number of children and live birth have been witnessed. The terms like “career oriented women” are becoming popular (Oshagbemi, 2000). Conversely, the level of overall happiness among the women is on gradual decline (Okulicz-Kozaryn and da Rocha Valente, 2018). As for adults, family and work life are two important but different arenas of one’s life. Consequently, one can assume that the level of satisfaction with one’s family life and that with work life are critical to one’s overall level of happiness. However, there are reasons to believe that there is gender- and/or gender-



based regime variations in the overall level of happiness of and satisfaction from family and work life (Nordenmark, 2018).

Moreover, in patriarchal societies, characterized by an overall lower level of female happiness (Nordenmark, 2018), women's work nature and conditions are worse than that of men by any standard. Ironically, some studies report that women have higher levels of job satisfaction than do men (Clark, 1997). The happiness and satisfaction of the working women, as explained by the classical studies like Wright, 1978; Ferree, 1976a; Ferree, 1976b), suggest that women engaged in jobs outside their homes are generally happier and more satisfied with their lives than those who are fulltime housewives.

When we look at the situation of Pakistan, although, women comprise more than one half of the entire population of Pakistan, still it has lowest Female Labor Force Participation (FLFP) rate in the region except Afghanistan (Amir et al, 2018; Serrat et al, 2016). One of the reasons of low FLFP rate is an overall lower level of marketable skills, and/or rate of literacy and years of education attainment among the women as compared to the male. However, it is an uphill task even for women with the desired level of skills and/or education to either enter or remain in the job market (Andlib & Khan, 2018), for an array of factors both institutional and non-institutional, including no or little family support, cultural norms, social taboo, incentives, reward, recognition, career growth, and harassment at workplace for this dismal scenario of FLFP (Ejaz, 2011; Faridi et al, 2009). On the hand, based on the current level of incentives, the effectiveness of the same is eroded and/or eliminated by the hurdles or constraints faced by the women workers. In turn, the existing working women will either be forced to quit labor market and the potential working women will refrain themselves from joining the labor force, owing to diminishing job satisfaction.

1.1 Background

Job satisfaction is a key detriment of efficiency and/or continuity to carry on a paid activity by an individual. Especially, this is an essential for FLFP, in male dominated and patriarchal societies that are characterized by an overall lower level of female happiness (Nordenmark, 2018). According to FLFP literature, job satisfaction is essential for female to participate in the labor force (Sarwar and Abbasi, 2013). Some of the studies suggest that those working women who are usually satisfied with their traditional role and responsibilities may not participate in FLFP (Ferree, 1984). According to Degler (1980) regardless of employment status, housewives are much satisfied with their roles as wife, mother, and housekeeper owing to their inability to overcome the perceived and/or actual hurdles associated with FLFP. Similarly, Pleck (1985) found that most of the working women preferred to have primary responsibility for performing household tasks owing to the aforementioned constraints. Moreover, positive attitude of younger women toward FLFP gets more positive with the high level of job satisfaction, as the adverse effects of the job hurdles are either eroded or diminished for them. However, a more orthodox attitude towards household work prevails among women of all age groups, if the amount of job satisfaction cannot surpass the prevailing constrained (Al- Brecht et al, 1979).

Existing literature primarily focuses on effect of literacy and wage level of FLFP. But, it ignores role of level of satisfaction in FLFP. This study attempts to analyze the



effectiveness, both constrained and unconstrained, of the reward and recognition for working women.

This study has the following objectives; to assess the effects of promotion and rewards on job satisfaction of working women, in the absence of hurdles, i.e. constraints; and that in the presence of constraints.

1.2 Significance

The focus of study i.e. job satisfaction is also important owing to its association with job related behaviors like productivity, absenteeism, turnover, etc. Therefore, besides humanitarian appeal, job satisfaction also has economic implications *vis-à-vis* economic welfare (Oshagbemi, 2000).

It is worth to mention, we adopt a comprehensive analytical approach by taking into consideration both institutional and non-institutional constraints that can adversely affect the organizational efforts to maintain a desired level of job satisfaction among its work force particularly that among female workers. Similarly, we also employ non-institutional constraints i.e. various types of domestic restrictions, i.e. veil, movement, use of salary income, etc., imposed on the female worker by their one or more of family members, as family originated hurdle. Moreover, we also attempt to gauge social stigma by controlling for feeling of humiliation induced by the community and/or society as a societal constraint. So, in this study we attempt to cover all possible facets of work place ecosystem.

The study is unique as it covers both institutional and non-institutional constraints that can have adverse effects on the organizational efforts to maintain a desired level of job satisfaction among their women employees. We attempt to employ harassment at workplace, as an institutional constraint. Furthermore, we also intend to use feeling of humiliation, induced by the community and/or society, as a societal constraint. Hence, the study attempts to cover all possible facets of work related ecosystem.

The rest of the paper is organized in four sections i.e. Section 2 reviews the relevant literature, Section 3 describes the methodology being employed, Section 4 contains results and discussions, and Section 5 concludes the paper by suggest policy implications.

2. Literature Review:

In this section, we review the relevant literature from three different perspectives; i.e. 2.1) female labor force participation (FLFP) in regional context, 2.2) gender-based disparity *vis-à-vis* job satisfaction and happiness, and 2.3) comparison of job satisfaction and happiness based on current working status i.e. working women and housewives, in proceeding sub-sections.

2.1 Female Labor Force Participation (FLFP) Rate

A number of studies attempt to identify determinants of FLFP rate, in their pursuit to establish a link between FLFP and, job satisfaction and happiness. In this subsection, we review some of the most influential studies in this regard.

Ahmad (2009) explains the factors affecting interstate variations in women's labor force participation in India. For better urban-rural comparison, the author applied two separate



regression models for rural and urban areas. The study shows that education and wages are the major determinants for urban women's labor force participation but not for rural women's participation in labor force. Furthermore, the study identifies gender ratio, social status (being a minority and/or lower castes member), and unemployment rate as other factors that can significantly contribute towards female labor force participation. However, the study ignores non-demographic factors that might affect FLFP.

Dev (2004) examines female labor force participation (FLFP) and child labor rate in India. The study attempts to establish a link between FLFP and child labor by using National Sample Survey (NSS) and National Family Health Survey (NFHS) data, through application of logistic model. The study shows family size has negative effects on the labor market participation. Furthermore, the study suggests that females hailing to the medium and high social classes are less likely to participate in the labor market. However, owing to data limitations of both in NSS and NFHS datasets, the results might be biased.

Aslam (2009) assesses association between gender based void in return to years of education and FLFP in Pakistan. The study estimates gender-based returns to education by employing PIHS (Pakistan Integrated Household Survey), 2000. The results reveal a noticeable gender gap between return on education stemming from preferential treatment given to male by the labor market *vis-à-vis* their female counterparts, a distinction of patriarchal society. The study uses conventional earnings function; therefore, the estimates can be biased.

Safana and Awan (2011) identify the patterns of female labor force participation in Pakistan. The study uses MICS (multiple indicator cluster survey) data of Punjab for a period of 2007-08. The study employs female labor force participation, age, age square, marital status, income, individual and family income, family size, household head education, female education and employment as key variables for analysis. By employing logit model, the study shows that FLFP has negative association with household head education, lower level female education and *Madrassa* education in the family while it has positive association with the respondent being an urban dweller, highly educated, and member of a larger family. Since, the coverage of the study is a very limited in terms of study area, therefore, there is a likelihood of limited variation and missing valuable details.

2.2. Gender Based Disparity *vis-à-vis* Job Satisfaction and Happiness

In recent years, there has been a substantial rise in the number of women entering the work force. Subsequently, this trend has become a source of immense interest and an avenue for further exploring the gender-based variation in happiness and job satisfaction. In this subsection, we attempt to review some of the important studies.

Oshagbemi (2000) assesses how gender-based variations in the job satisfaction among academicians in the United Kingdom. To accomplish its objectives, the study employs primary data of a sample of 554 faculty members, collected via a detailed survey. The findings reveal that gender has no role to play as far the job satisfaction as concerned. Conversely, when gender is combined with rank, the association becomes statistically significant (at five percent level of significance). In other words, the job satisfaction of high ranking female academicians was higher than that of their male counterparts.



Moreover, the study shows a direct relationship between job satisfaction and monetary incentives for male teachers while a similar relationship is observed for female academia in case of non-monetary benefits. Since, the refusal rate of the potential respondents is very high, almost fifty percent, hence the likelihood of mis-targeting cannot be ruled out. Witt and Nye (1992) investigate association between fairness and job satisfaction of working women. For this purpose, the study compares standardized group based differences of the expected and observed scores of wages and career growth fairness. The study finds low level of difference between fairness and satisfaction within the male groups while no difference between male and female groups. Moreover, the study elaborates that perceptions of fairness is a vital component of job satisfaction. Henceforth, higher the access to and understanding of personnel decision making process among the employees higher will be their job satisfaction. However, the study suggests not extrapolating the findings as adoption of such strategies in different organizational settings may result in managerial malpractices.

Okpara et al, (2005) investigates gender inequality and job satisfaction among the university teacher. The study shows that there is a visible gender-based disparity in the job satisfaction level among university faculty. Female faculty members are more contented with their pay, promotion, supervision, and overall job satisfaction while their male colleagues are more contented with the working environment i.e. their work place and colleagues. The findings of the study suggest that the organizations must have to address gender based issues, particularly provision of equal and equitable opportunities of recruitment, promotion, retention and rewards across the board. However, the study ignores the underlying causes of gender based differences, particularly gender based preferences and determinants of equality and job satisfaction and/or its consequences.

Clark (1997) gauges job satisfaction by evaluating the proposition that men and women performing identical jobs have equal level of job satisfaction. However, the existing literature suggests that neither across the gender jobs and work values difference, nor sample selection can be linked with job satisfaction differential. The paper's proposed explanation is a reflection of relative well-being notion, especially *vis-à-vis* workers' expectations. An identical man and woman with the same jobs and expectations would indeed report identical job satisfaction, but women's expectations are argued to be lower than men's. This hypothesis is supported by the finding that the gender based satisfaction differential disappears for the young, the highly-educated, professionals and those women healing from the male-dominated workplaces, owing to gender-based differences in job expectations.

Nicolescu et al (2009) identify institutional determinants of job satisfaction among the academicians. The study attempts to measure job satisfaction of academia in a university of Romania. The study uses primary data of 271 academicians and highlights three major factors affecting job satisfaction i.e.; i) content or vice versa with career growth and earnings. ii) satisfaction with working environment and hours, and iii) relationship among organizational factors and work environment including access to teaching aids and information. Although, the study employs comprehensive approach to accomplish its objectives still adequate coverage is an issue.

To sum up, according to some there is no gender-based differences in overall job satisfaction (Witt & Nye, 1992; Fry & Greenfeld, 1980; Sauser & York, 1978; D. B.



Smith & Plant, 1982; Weaver, 1980), while for others there is a strong gender-based disparity job satisfaction and gender (Darcy, Syrotiuk, & Siddique, 1984; Forgionne & Peellers, 1982; Hulin & Smith, 1965; Mannheim, 1983; Murray & Atkinson, 1981; Shapiro & Stern, 1975; P. C. Smith, Kendall, & Hulin, 1969; Stockford & Kunze, 1950; Varca, Shaffer, & McCauley, 1983; Weaver, 1974). Henceforth, the existing literature has mixed results when it comes to gender-based difference vis à vis job satisfaction and happiness.

2.3. Job Satisfaction and Happiness based on Current Status i.e. Working Women and Housewives

In this subsection, we will have an overview of the studies comparing the working women with housewives based on their happiness and job satisfaction.

Okulicz-Kozaryn and da Rocha Valente (2018) undertake comparative analysis of happiness and/or satisfaction of working women (part- and full-time) and that of housewives. The study employs USGSS (US General Social Surveys) data, covering a period of 1972-2014. The results reveal that housewives and/or part-time working women were happier than that of full-time working women, particularly those characterized as aged, married, having children, belonging to middle and/or upper social class, and dwelling in the sub-urban areas. Moreover, housewives are reported with mild to moderate levels of subjective wellbeing (SWB). The study notes a gradual rise in FLFP can be linked with declining happiness among women folks. Conversely, younger and career oriented housewives have lower levels of the happiness than other housewives.

Nordenmark (2018) examines the relative importance of and satisfaction from job and family life across the gender happiness, in an array of gender regimes i.e. within conservative or /patriarchal or liberal societies. The study utilizes ISSP (International Social Survey Program), 2012 data. The findings reveal happiness from family life is more important than that from job satisfaction as far as general satisfaction is concerned. The findings hold for both genders in different regimes. Strikingly, in patriarchal societies, family life satisfaction is of least importance for the male owing to their cultural domination. This is reflected through an overall lower level of happiness among the women healing from patriarchal societies.

Singh (2014) investigate the life satisfaction, and stress among working and non-working women. The study use a random sample of 200 women (i.e. 100 working and non-working) selected from their population. The study employ life satisfaction scale (LSS) proposed by Alam & Srivastava (1996) and stress scale (SS) introduced by Singh (2004) for data collection. The study uses descriptive analysis i.e. mean, standard deviation, t-test, and correlation. The findings show a statistically significant difference between working and non-working women *vis-à-vis* life satisfaction and stress. Moreover, the results reveal higher the level of life satisfaction among working women while higher level of stress on SS for non-working women as compared to that of working women. Moreover, the study shows negative and significant association between life satisfaction and stress.

Ferree (1984) attempts to identify differences between satisfaction of working women and that of housewives by bridging of the gaps of self-reported satisfaction based analysis. The study shows that higher the time pressure higher will be satisfaction of the



working women, however, no association is found for the same in case of ease of job. Moreover, the study fails to establish the notion that working-women have greater happiness than those at home and career-oriented middle class women. Besides, the study shows a lower level of happiness and job satisfaction among working-class women *vis-à-vis* both middle class working women and housewives. To sum up, the study suggests that social desirability is a major contributor of the self-reported happiness among housewives. The study identifies the issue(s) associated with the role of social expectations while evaluating satisfaction and explains the limitations of the existing studies to a greater extent.

Wright (1978) empirically tests the hypothesis, suggested by earlier studies (Ferree, 1976a, and 1976b), that working women-cum-housewives are more happy and satisfied with their lives as compared to fulltime housewives. The author notes that hypothesis cannot be confirmed by a number of national level surveys (conducted by the University of Michigan and the National Opinion Research Center) in a period between 1971 and 1976. The study suggests both situations i.e. being working women-cum-housewives and fulltime housewives have their own pros and cons. The study concludes that there is no difference (consistent and significant) between life satisfaction patterns of the two groups.

The happiness and job satisfaction among the women folks is not merely limited to working women and housewives but persists beyond this. For instance, Madhavan, (2001) identifies a nexus between the ethnicity and job satisfaction among female workers in multinational settings. The study investigates the level of job satisfaction among female workers of different origins. The study shows that female workers of Chinese and Indian origin confront a number of challenges, mainly stemming from cultural paradox, at their place of work.

To summarize, the existing literature is mostly covering labor market participation, with major focus on males, save for Safana and Awan (2011), across the gender disparities, and working status i.e. working women and housewives. The literature is not providing scenario-based i.e., unconstrained and constrained scenarios, association between job satisfaction and FLFP. Moreover, there is a need for a comprehensive approach by taking into account all possible aspects i.e. individual, institutional, and communal of job satisfaction and life happiness of the women to bridge the gap in the existing literature. This study is a novel attempt in this direction owing to a comprehensive theoretical framework and robust analytical approach. The proceeding section gives an overview of the methodology adopted by us for this study.

3. Methodology:

3.1 Study Area

The study covers the southern districts (Kohat, Karak, Banuu, and Laki Marwat) of Khyber Pukhtunkhwa. The region represents a typical male-dominated, and patriarchal, society. The region has poor access to basic facilities and amenities, like access to improved water and energy, at household level. Most of the population depends on an external source of income in the form of wage income followed by the agriculture sector as over 70 percent of the study area constitute rain-fed, and hence susceptible to income shocks. Therefore, wage income is used as a coping strategy to withstand agricultural



income shocks. Henceforth, the region is remittance dependent; with significant number of the households have one or more family member as economic migrant. The region has an overall low level of adult literacy while considerably low among women folks, with exception of district Karak. Subsequently, women have low female labor force participation. Moreover, the region has over one-third of its population below the poverty line. Besides, the area is also susceptible to natural (flash-flood and draughts) and manmade calamities (forest fires and wild boar attacks)¹. Bearing in mind the aforementioned facts and figures, the study area present an intriguing scenario for working women state of affairs and plight and make this study novel.

3.2 Sampling Strategies and Sample Size:

To achieve the mentioned objectives, we use a sample of 601, randomly selected working women, drawn from Sothern districts of Khyber Pakhtunkhwa, by multi-staged ransom sampling. We have randomly selected tehsils, union councils (UCs)/village councils (VCs), and villages/neighborhoods stage-wise from their respective sampling frames. In the final stage, we have randomly selected our target sample i.e. working women from their village level sampling frames of earlier selected villages/neighborhoods based on *Uma Sekaran* golden table (please refer to Sekaran & Bougie, 2016 further details). The district-wise distribution of sample is available in Table 1, which is within the range of district-level rate of women literacy. The age and education of the sample ranges from 18 to 60 years and illiterate to Ph. D, respectively, with diverse working experience and professions.

Table 1: District-wise Distribution of Sample

District Name	District Code	Freq.	Percent
Kohat	1	183	30.45
Karak	2	297	49.42
Bannu	3	53	8.82
Hangu	4	68	11.31
Total		601	100

3.3 Research Tool

A well structured survey questionnaire, comprising open – and closed-ended questionnaires, has been designed for the study uses for data collection. The questionnaire is administered after a thorough review of the research team and by other experts of this field. To ensure the consistency and reliability of the research tool, it has been pre-tested on small scale, to address field level bottle necks and respondents sensitivities, prior to its full-fledged implementation in the field.

3.4 Data:

We summarize our data in Table 2, which summarizes demographic factors (DF) like age, education, family size, income, and presence of adult dependent in the family of

¹ The information is based on District wise Economic Profile of the Khyber Pakhtunkhwa, retrieved from <https://www.kpezdmc.org.pk/district-wise-economic-profile-of-kp>.



respondent, accessibility factors (AF) i.e. distance between home and workplace of respondent), family related factors (FF) like restrictions imposed by other male and/or female family members, workplace harassment (Harass), and rewards and recognition (RR) i.e. satisfaction with prevailing rewards, and promotion system for 601 respondents. The variables present an intriguing scenario in terms of variation and possible coverage of all important aspects of research area.



Description	Variable	Obs	Mean	Std. Dev.	Min	Max
Age of respondent	age	601	33	9	18	60
Years of education of the Respondent	edu_yy	601	13.57	4.40	0	24
Current salary of the respondent (Monthly)	salary	601	32635	27381	1500	200000
Job Satisfaction (Yes=1, No=0)	sat_job	601	0.89	Dummy	0	1
If the respondent is satisfied with existing reward system? (Yes=1, No=0)	sat_rewd	601	0.58	Dummy	0	1
If the respondent is satisfied with promotion policy of her organization? (Yes=1, No=0)	sat_promo	601	0.52	Dummy	0	1
The distance between home and workplace of the respondent (in Kms)	dist_hm_wp	601	12.21	28.85	0	260
If the respondent is married (Yes=1, No=0)	married	601	0.61	Dummy	0	1
Family size of the respondent	hh_size	601	7.81	4.43	1	36
If there is one or more male dependent adult in family? (Yes=1, No=0)	d_adult	601	1.00	Dummy	0	1
If there are any restrictions imposed on the respondent by her family (Yes=1, No=0)	dom_res	601	0.28	Dummy	0	1
If the respondent being harassed at workplace (Yes=1, No=0)	feel_harss	601	0.17	Dummy	0	1
If the respondent being stigmatized by the society (Yes=1, No=0)	feel_humi	601	0.16	Dummy	0	1
Notes: 1. Sample Size (N) =601, 2. Table is prepared by the authors.						

3.5 Research Questions:

In this study, we attempt to answers the following research questions; a). what are the effects of promotion and rewards on job satisfaction (JS) of working women, in an ideal scenario when there is no hurdle, i.e. assessment of an unconstrained association between promotion and rewards, and job satisfaction, b). how JS is affected by the promotion and rewards in the presence of constraints, i.e. a real life situation. All in all, we employ a comprehensive approach in our study.



3.6 Research Framework

The research framework, we use for this study is exhibited in figures 1 and 2, (available at Appendices 1 and 2). In figure 1, we depict unconstrained association (ideal scenario), which is represented by green color connectors while in figure 2, we present constrained association (real life scenario), which is indicated by red color connectors. Our theoretical frame work helps assessment of the job satisfaction and happiness of working women, in ideal as well as real life scenarios. The framework is capable of logically linking various types of barriers i.e. individual, institutional, and communal and our outcome variables i.e. job satisfaction and happiness. In the proceeding sub-section, we elaborate econometric form of our research frame work.

3.7 Econometric Model:

We use the following empirical model (Job Satisfaction; JS) to accomplish our research objectives.

$$JS \text{ (Yes=1/NO=0)} = \beta_o + \beta_1RR + \mu_t \quad (1)$$

Where;

JS= Satisfaction (Yes=1/NO=0)

RR=Rewards (monetary benefits) and Recognition (non-monetary benefits).We utilize equation 1 for estimation of unconstrained association.

Furthermore, we employ equation 2 for constrained estimations.

$$JS \text{ (Yes=1/NO=0)} = \beta_o + \beta_1DF + \beta_2AF + \beta_3FF + \beta_4Harass + \beta_5RR + \mu_t \quad (2)$$

Where;

DF= Demographic Factors (age, education, family size, income, and presence of adult dependent in the family of respondent)

AF=access factors (i.e. distance/time between home and workplace of respondent)

FF=Family Factors (restrictions by other family members)

Harass=Harassment at work place

It is worth to mention, we adopt a comprehensive analytical approach by taking into consideration both institutional and non-institutional constraints that can adversely affect the organizational efforts to maintain a desired level of job satisfaction among its work force particularly that among female workers. As an institutional constraint, we control for harassment at workplace, via “feel_harss” variable. Similarly for non-institutional constraints, we use domestic restriction “dom_res” which refers various types of restrictions, i.e. veil, movement, use of salary income, etc., imposed on the female worker by their one or more of family members, as family originated hurdle. Moreover, we also attempt to gauge social stigma by controlling for feeling of humiliation “feel_humi” induced by the community and/or society as a societal constraint. So, in this study we attempt to cover all possible facets of work place ecosystem.

We use ordinary least square (OLS) method to estimate both equations 1 and 2 i.e. unconstrained and constrained models through bi-variate and multi-variate analysis, respectively. We employ STATA software for estimation of models 1 and 2.

4. Results and Discussion

We append estimates of equations 1 and 2 i.e. unconstrained and constrained models in tables 4 and 5, respectively.



The results depicted in Table 4 show a strong correlation between the job satisfaction (Model 1) and organizational rewards given to the working women. Moreover, results depict a strong association (at 1 percent level of significance) between job satisfaction and rewards, *ceteris paribus*, given all other factors remain constant (Model 1). Moreover, we find that better the chances of promotion higher will be job satisfaction of working women, even the presence of constraints (Model 2). Henceforth, organizational rewards and rewards can be directly linked with job satisfaction of the working women. Subsequently, those organizations that focus on the reward and recognition of their workers in general and that of working women in particular are expected to have higher rate of retention and hence this will encourage higher rate FLFP. In the proceeding subsections, we discuss results of bi-variate and multi-variate analysis.

4.1 Bi-variate Analysis

We append the outcomes of the bi-variate analysis in table 4, obtained through OLS. The results reveal a positive and significant (at 1 percent level of significance) association between the rewards and job satisfaction both for model 1 and model 2, which is as per our expectations. Moreover, the coefficients on both of the explanatory variables are also quite strong. Since table 4 gives unconstrained estimations of equation 1, so we can safely assume that in the absence of constraints, there is a strong and positive association between job satisfaction of working women, and prevailing reward and recognition system and/or policy of an institution.

4.2 Multi-variate Analysis

In this subsection, we discuss association between the job satisfaction and organizational rewards of the organization afforded to the women workers subject to various constraints. Based on OLS estimation of equation 2, we find a direct and significant relationship between job satisfaction and rewards but the association becomes weaker in the presence of constraints. We assume this as a counter effect of the constraints and possible lessening of the effectiveness of rewards and recognition, in place. We find almost similar results by estimating model 2 i.e. association between with promotion and job satisfaction in presence of constraints. Based on the aforementioned outcomes, we recommend for mitigation measures or initiatives by the organizations that can effectively overcome hurdles faced by all of their work force, in general and that by female workers, in particular for achieving desired outcomes of their existing rewards and recognition system. Subsequently, the organizations will have a higher retention and lower turnover rate.



Table 3: Bivariate Unconstrained Analysis. (Using OLS to Estimate)				
	Model (1)		Model (2)	
<u>Ind. Vars:</u>	<u>Dependent Variable:</u>			
	sat_job			
sat_rewd	0.104	***		
	(0.025)			
sat_promo			0.110	***
			(0.025)	
_cons	0.833	***	0.836	***
	(0.019)		(0.018)	
R-squared	0.026		0.030	
F-statistics	17.190		19.490	
Level of Significance	0.000		0.000	
Number of Obs	601		601	
Notes: 1. Estimated by OLS (i.e., linear probability model, above mentioned dependent variables), with robust standard errors reported in brackets. 2. * p<0.1, ** p<0.05, *** p<0.01., 3. Please refer to Table 3.2 for definitions and summary statistics all variables. 4. The table is prepared by the authors				

Table 4: Multivariate Constrained Analysis. (Using OLS to Estimate)				
	Model (1)		Model (2)	
<u>Ind. Vars:</u>	<u>Dependent Variable:</u>			
	sat_job			
sat_rewd	0.074	***		
	(0.025)			
sat_promo			0.087	***
			(0.024)	
dom_res	-0.078	***	-0.081	***
	(0.028)		(0.028)	
feel_harss	-0.083	**	-0.070	*
	(0.028)		(0.033)	
feel_humi	-0.151	***	-0.160	***
	(0.034)		(0.033)	
_cons	0.911	***	0.909	***
	(0.022)		(0.020)	
R-squared	0.095		0.101	
F-statistics	16.790		17.900	
Level of Significance	0.000		0.000	
Number of Obs	601		601	



Notes: 1. Estimated by OLS (i.e., linear probability model, above mentioned dependent variables), with robust standard errors reported in brackets. 2. * $p < 0.1$, ** $p < 0.05$, *** $p < 0.01$. 3. Please refer to Table 3.1 for definitions and summary statistics all variables. 4. The table is prepared by the authors

As discussed in Subsection 3.7, we estimate institutional and non-institutional constraints and their potential adverse effects on the organizational efforts to maintain a desired level of job satisfaction among their women employees through models 1 and 2 of equation 2. We find strong negative effect of all the constraints namely domestic restrictions and feeling of humiliation on the job satisfaction, with 1 percent level of significant, except for harassment at work place (with level of significance ranging from 5 to 10 percent). Hence, in the presence of aforementioned constraints, the organizational efforts will not yield the desired the outcomes. However, based on our findings, it is daunting task to attain a desired level of FLFP rate only by organization. Therefore, to achieve the desired level of FLFP, the family and society will also have to join the hands with organizations and government institutions.

5. Conclusion and Policy Recommendations

The study shows the effects of rewards and recognition on the job satisfaction of women workers, both in unconstrained and constrained scenarios. The study finds that rewards and recognition are effective even in the presence of the constraints though with diminishing effectiveness.

In other words, the constraints can not only reduce effects of organizational efforts to attract, recruit, and retain a highly motivated female work force but also discourage new female entrants to join the work force.

Now the question is how to eliminate and/or alleviate the hurdles? In order to eliminate and/or alleviate the hurdles, concerted and multipronged efforts of all stakeholders is the need of hour. At organizational level, emphasis has to be placed on mitigation of institutional hurdles, especially harassment at work place, and provision of coercion free and women friendly working environment.

The regularity authorities have to create awareness among the masses and especially deterrence among male counterparts, through mass media and capacity building, regarding on legislations pertaining to protection of women at workplace. Moreover, the employers, organizations, and authorities should ensure protection of women from the harassment at workplace and implement the relevant regulations, both in letter and spirit. Last but not the least, families, communities, and society as whole have to come forward and play a constructive role in boosting morale of the expiating and aspirant women to join the work force and effectively contribute towards the prosperity of their families, children, community, region, and country.

Since job satisfaction is closely associated with the productivity and efficiency of work force of any organization. The existing practices of human resource management mostly focus on the monetary incentives for motivation of their work force without looking into the effectiveness or non-effectiveness of the same. It has been found, through existing literature, that monetary incentives are less effective in case of female work force.



Therefore, the manager has come up with a variety of incentives particularly for across the effectiveness.

There is a dire need for understanding the prevailing levels of gender-based void at managerial level. The organizations have to provide equal and equitable promotion opportunities to women to climb up hierarchy ladder. It is a fact that flexible working hours can make positive contributions toward FLFP rate particularly that of housewives in the labor market. However, there must be zero tolerance at institutional level towards work place harassment and non-conducive working environment as historically working women particularly managers are subjected to more difficulties at work place than their male counterparts (Lup, 2017).

Generally in patriarchal societies, there is lack of appreciation of working women contributions; instead their role as working women is stigmatized. Henceforth, there is a need awareness rising among the local communities regarding working women's public perception management and/or acknowledgment of their contributions towards their families, organizations, and hence economy as whole. To implement these initiatives, state functionaries particularly women empowerment and development departments, private sector organizations under corporate social responsibility (CSR), and non-governmental organizations (NGOs) and/or civil society organizations (CSOs) striving for gender-based empowerment have to undertake and implement targeted interventions. At work place, organizations have to come up with mentorship initiatives for working women meant for their professional development, enhancement of motivation level, and improvement of job satisfaction and institutional commitment, and reduction of absenteeism and turnover. Conversely, for increasing sense of organizational ownership and job responsibility among the women workers, the women are to be placed in challenging positions with higher levels of authority and responsibilities (Valentine, 2001). In this study, although we attempt to cover all possible aspects of supply side of female labor force participation (FLFP) rate i.e. women folks and hence provide a good avenue for the future research. However, the demand side of FLFP i.e. organizational issues is still to be explored through future research. We intend to employ an experimental design for further understanding of both supply and demand sides of the FLFP, which is left as future research agenda.

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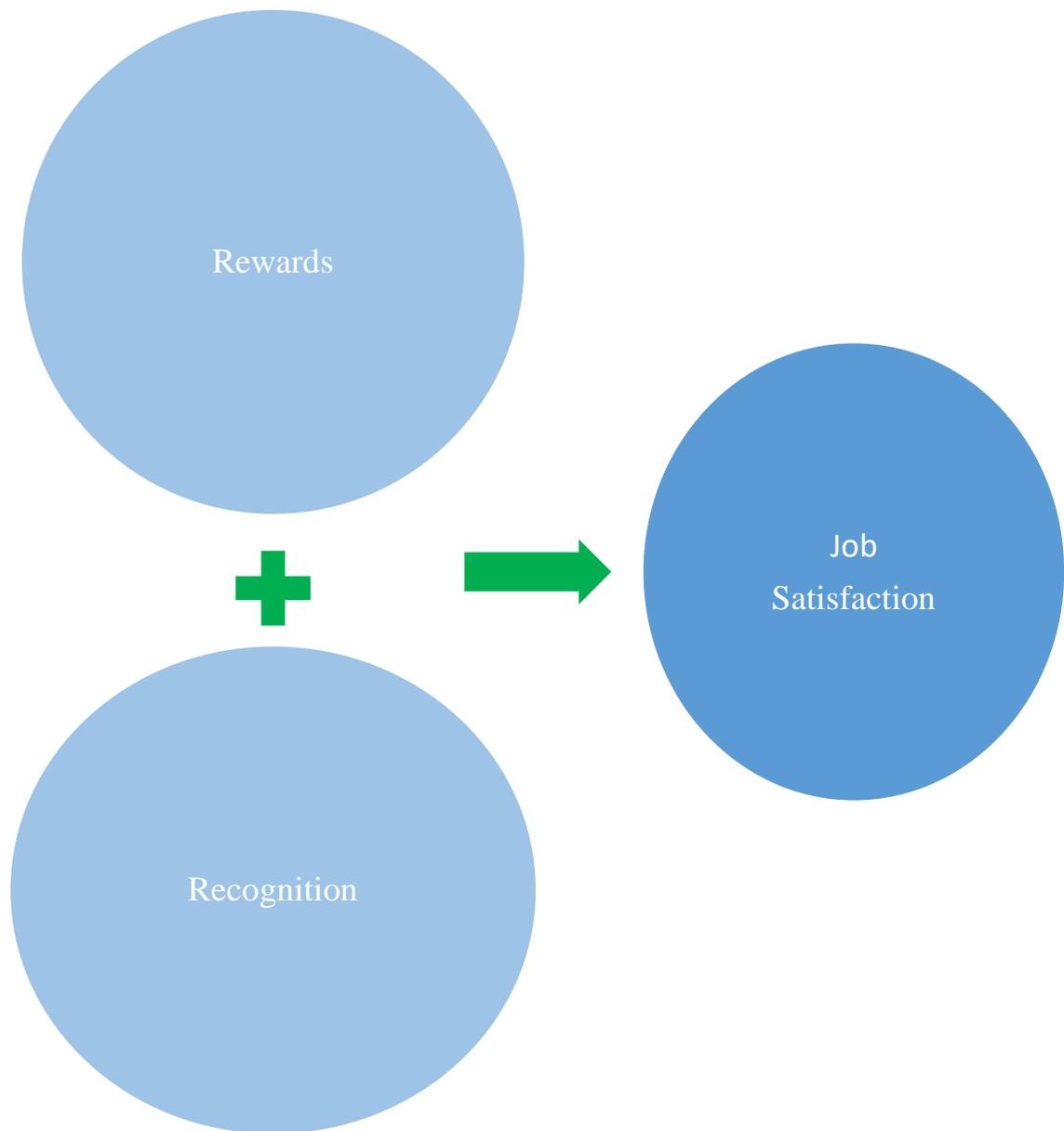
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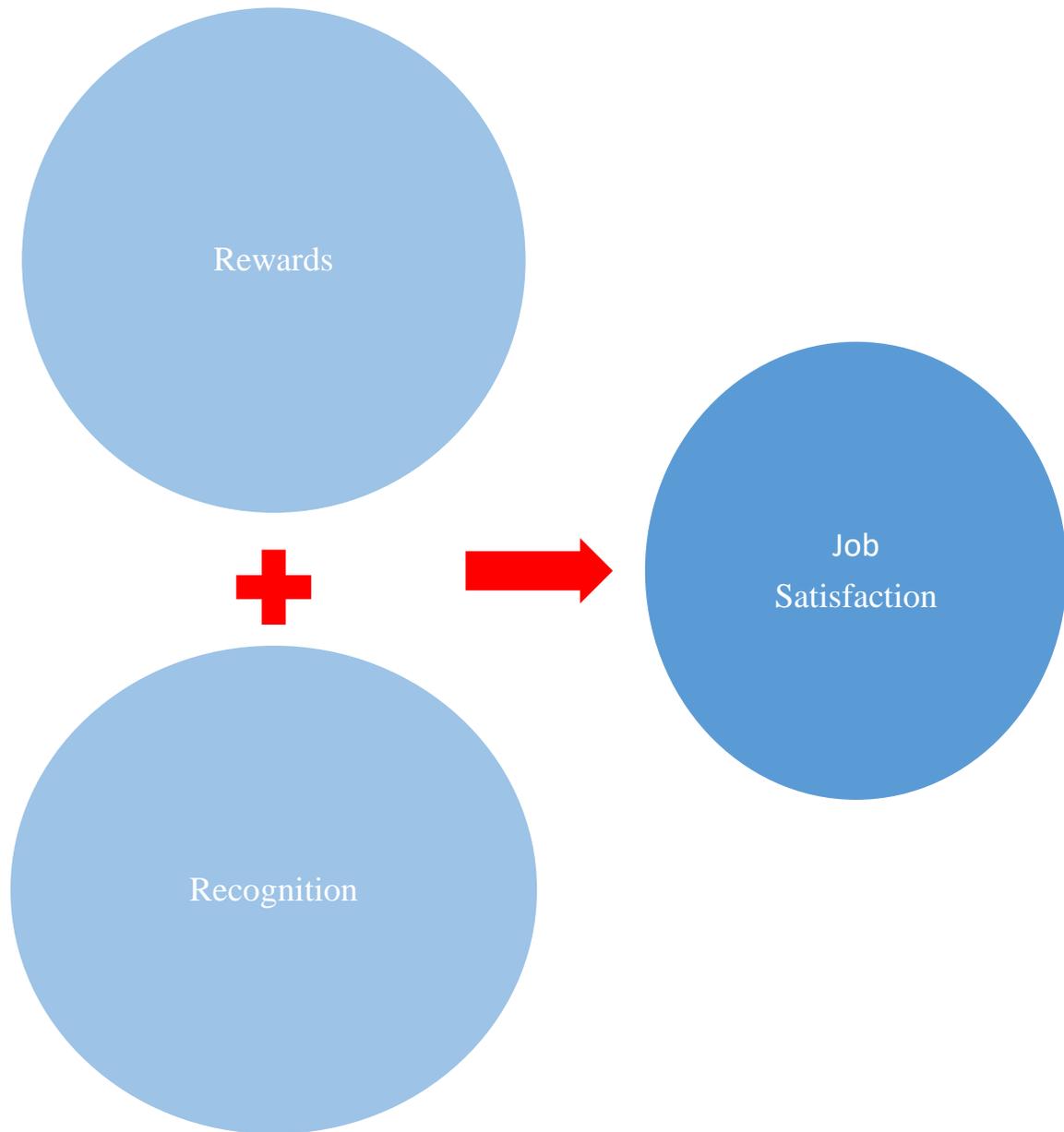
Appendix 1
Figure 3.1 (Unconstrained Model)



Green color, on connectors, refers to un-constrained association



Appendix 2
Figure 3.2 (Constrained Model)



Red color, on connectors, refers to constrained association