

Gender Issues and Job Satisfaction among Marketers in Nigerian Banking Industry

Edith Onowe Odia¹ and Omoyebabe Rosaline Dania²

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Abstract

There has been a lot of concern lately, about the plight and job satisfaction of female bankers while insinuations are rife that young female bankers engage in “disguised prostitution” due to the impossible deposit targets that they are expected to meet. In light of the above, the present study aimed specifically at determining if the factors that influence job satisfaction of female bank marketers differ significantly from those of their male counterparts. A total of 150 bank marketers were selected from 10 registered commercial banks in Benin City. Employee job satisfaction was skillfully measured using a modified Job Satisfaction Index scale. By means of SPSS software, mean, independent sample t-test, ANOVA and regression models were used to analyze the data collected. Though the result showed that there is no significant difference between the male and female bank marketers in terms of job satisfaction, an in-depth examination of the individual factor mean scores indicated that the females are more satisfied with the work itself, supervision, workmates, marketing and welfare while the males were more satisfied with salary and career plan and promotion. Further results indicate that the most important factors causing marketers’ dissatisfaction could be linked to inadequate salary and stressful marketing role. On the issue of salary, findings show that the females are less satisfied with their salary. Of the five items measuring satisfaction with marketing functions, sexual harassment was found to be the greatest source of dissatisfaction as findings revealed that the females are more dissatisfied than the males. On the basis of the findings, it is suggested that the female bank marketers should exhibit more self esteem in carrying out their job and not use their bodies as instruments to meeting set deposit targets.

Keywords: Banking industry, Gender, Job satisfaction, Marketers

Introduction

One of the most notable changes in the banking sector in Nigeria has been the increasing number of women who have entered the banking profession in recent years (Okpara, 2004). The women workforce has been regarded as a key resource whose creative ideas form a formidable social cohesion and economic liberation for a total nation’s growth, transformation and development (Okpara, 2004). According to the 1991 census, 50% of the Nigerian population constitutes Nigerian women and an increasing number of women are seeking employment in the labour market, particularly in the banking and financial services industry (Imoukhuede, 2001; Olagbegi & Afolabi, 2004). Marketing is perhaps the most important function in the banks with the inception of relationship management strategy. Marketing has served as a major resource in growing bank deposits and retaining customers.

¹ Department of Marketing, University of Benin, Edo State, Nigeria, Email: edyy2002ng@yahoo.com

² Department of Human Resource Management, University of Benin, Edo State, Nigeria, Email: zaname_dania@yahoo.com;



The growing complex and volatile business environment, rapid technological change and increasing competition require that organizations use their resources efficiently to secure the competitive advantage. Furthermore, the economic climate in the country requires women to augment the earning of their husbands and parents and against this backdrop, the employment of female marketers has increased over the years.

There has been a lot of concern lately, about the plight of female bankers and insinuations that young ladies in banking are engaged in "disguised prostitution" due to the set impossible targets (Abdullahi, 2008). The issue of job satisfaction has emerged and now there are several factors influencing it which could be monetary and non-monetary. Job satisfaction is the favorableness or un-favorableness with which employees view their work and it is affected by both the internal and external environment of the organization. Job satisfaction refers to workers' feelings about the different aspects of their job. Job satisfaction among the males and females workers has received great attention of many researchers. A study found that the female employees expressed lesser job satisfaction than their counterparts in the Nigerian banking industry (Okpara, 2004). In the light of the above, the present study aimed specifically at determining if the factors that influence the satisfaction of female marketers differ from those of their male counterparts.

Literature Review

Marketing and the Nigerian Banking Industry

The advent of the Structural Adjustment Programme (SAP) in 1986 led to the development of the marketing concept in the Nigerian banking industry due to increased competition within and outside the shores of the country (Agusto & Co, 1999:2). Also globalization, technological developments and improved customer awareness have impacted the way in which banks carry out their activities and make available their services in the Nigerian market.

The call for marketing in the banking industry cannot be overemphasized because it has become a vital and sustaining support for the banks in increasing returns, improving on the efficiency of the Nigerian banking system and competing efficiently (Ikpefan, 2014). Marketing according to Ikpefan (2014), is a prime tool used in the banking sector because it satisfies customer benefit and enables the banker to identify and target potential clients. The aim of marketing as opined by Ogunsanya (2003), is to serve and satisfy human needs and wants because it efficiently allocates resources and has a great impact on other aspects of economic and social life, thereby making it a strategic factor in the economic structure of any society.

The banking sector plays a very vital role in enhancing economic growth through financial intermediation (Sanusi, 2011) and there has been continued reforms in the Nigerian banking sector to strengthen it and make it the main driver of growth (Ademosu, 2008). In 2005, bank recapitalization exercise trimmed the number of banks from 89 to 25 through merger and acquisition to meet up with the 25 billion naira capital requirements. In response to the fresh challenges resulting from the recapitalized exercise, further comprehensive banking sector reforms were introduced in order to address poor corporate governance, and unethical practices in the industry. Banks had to become more innovative and creative in their service delivery and marketing skills to be able to compete effectively regionally and globally. These reforms put pressure on marketers to be more creative in their marketing skills and be able to sustain current deposit levels as well as meet new set financial targets.

Job Satisfaction

Luthans (2007:141) defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". According to Lu, While, &

Barriball (2005), the issue of job satisfaction has received attention of not only organizational managers but also of researchers. Job satisfaction has also been described as the emotional response of an individual toward his or her job or place of job arising from his or her experience from the job. Spector (2003) argues that job satisfaction ultimately leads to improved job performance and organizational commitment which eventually ensures organizational success.

The concept of job satisfaction plays a very vital role to both the employee and the organisation alike. It has been noted that when employees are not satisfied with their job, they tend to be less loyal to their organization and would switch jobs at the slightest opportunities (Reed, Kratchman, & Strawser, 1994; Lim, 2008).

Scholarly studies have shown that in determining job satisfaction, the job related characteristics are not sufficient and for absolute comprehension, we need to consider personal characteristics as well (Churchill, Ford, & Walker., 1976; Staw & Ross, 1985; Fried & Ferris, 1987). Okpara (2004) identified five dimensions of job satisfaction: pay, promotion, supervision, nature of work and coworkers. He further conducted a study to determine whether the personal characteristics of the managers are also responsible for job satisfaction or not. The personal characteristics examined were managers' experience, age, education and gender.

Gender and Job Satisfaction

Gender refers to the social stratification of humans into masculine and feminine categories. It has to do with the characteristics, attributes and roles assigned by society to girls and boys, men and women. There have been a lot of studies on the role of gender in job satisfaction and these studies have also varied in differences of the findings made. While some studies found that women employees are more satisfied with their jobs than male employees, other studies on gender issue prove the opposite (Weaver, 1974; Shaprio & Stern, 1975; Forgionne & Peters, 1982; Clark, 1997, Ward & Sloane, 1998). Cambell, Converse and Rogers (1976) in their discussion on gender aspect of job satisfaction, opined that there is a difference between the expectations of men and women regarding their jobs and this difference could be the cause of difference in the level of job satisfaction between women and men.

A study by Sadeh and Azardeg (2013) in an airline industry in Iran showed that gender does not influence employee job satisfaction. In a similar vein, a study on the effect of gender on job satisfaction and organizational commitment in Kuwait showed that there is no gender difference in employee level of job satisfaction (Al-Ajmi, 2006). On the other hand, the study of Cesar, Del Carmen, Solano, Martinez and Carmen (2013) on the role of gender and age on job satisfaction among health care workers revealed that there was a higher level of job satisfaction among women than men. Kwangho, Jae Moon and Sung (2013) studied influences of age, gender and sector on job satisfaction in Korea public and private service sectors and found that there was a gender effect on job satisfaction. Agbor, Ebeh, Nwankwo and Agu (2014) studied the influence of emotional intelligence and gender on job satisfaction among local government employees in Owerri and Oguta municipal councils in Nigeria and results showed that gender had no effect on job satisfaction. Md. Shanim (2014) studied job satisfaction of bank employees in Bangladesh and the study showed that personal factors such as age and gender did not significantly influence employee job satisfaction in the banks.

Methods

This study relied on primary data to examine the relationship between gender and job satisfaction among marketers in the Nigerian Banking Industry. A modified instrument on Job Satisfaction Index (JSI) by Smith, Kendall and Hulin (1969) was adopted in this survey

to collect data. JSI was augmented with additional job satisfaction components namely: “Marketing Issues” and “Welfare Matters”. This instrument consists of two parts; the first part measures the gender characteristics of employees whereas, the second part dealt with measures on job satisfaction construct. Likert scale (5-point) was used where “5” is equal to “strongly agree” and “1” represents “strongly disagree”. 150 questionnaires were self-administered to bank marketers drawn from 10 registered commercial banks located in Benin City. Questionnaires were administered to respondents during their monthly profitability meeting to enhance access to the marketers and ensure prompt retrieval of the questionnaires. Prior to this visit, the Branch Managers of each bank were contacted to facilitate the exercise. With the help of SPSS, mean, independent sample T-test, ANOVA and regression models were applied in analyzing the collected data. Reliability test was performed for the various dimensions of job satisfaction. Cronbach Alpha coefficients were within reasonable regions. See Table 2 in Appendix for details.

Demographic Characterization of Respondents

In this section, data on marketers’ level of education, marital status and sex are presented. Statistics on respondents’ average age and years in service are given in summary statistics.

Table1: Demographic Profile of the Respondents

Factor	Frequency	Percent
Sex		
Male	83	58
Female	60	42
Marital Status		
Single	60	46.5
Married with Children Under 10 years	53	41.1
Married with Children Under 10 years	7	5.4
Married but yet to have Children	9	7
Education		
OND	21	15.4
HND/B.Sc	82	60.3
M.Sc	32	23.
Ph.D	1	7.0

The average age of the respondents in this study is 31 years, while the average number of years in service as marketer is 5 years. Other details about respondents’ education, sex and marital status are contained in Table 1.

Findings

A mean value of 3.54 shows a fairly positive job satisfaction for both the male and female marketers. On comparing the individual job satisfaction indices, it was found that the females were more satisfied with their jobs with a mean value of 3.56 as against 3.52 for their male counterparts. (See Table 2 in Appendix).

The result of the t-test showed that job satisfaction level is highly similar for both the female and male marketers on all the dimensions measured. See Table 3 for the corresponding t and p values the seven dimensions. Overall, the t value of -.480 and p value of .649 shows that no significant difference was found between the female and male marketers in the seven dimensions combined. Though the t-test did not represent significant difference between the two groups, a careful observation indicates that the female marketers were relatively more satisfied on all the components except two principal components namely salary and career plan. The Analysis of Variance test revealed significant variation in the

level of satisfaction with the seven dimensions for the female, male and both sexes. The ANOVA result for the female produce $F(6.579)$, $P(.000)$; for men, it was $F(3.196)$ $P(0.007)$ and $F(9.145)$, $P(.000)$ for both sexes See Table 4. The result of the multiple range test using Student Newman Kuel (SNK) showed that both groups ranked the seven dimensions differently except for marketing which was ranked by both groups in the seventh position as source of dissatisfaction. Though both groups were dissatisfied with marketing functions, an in-depth analysis revealed that the female marketers were more concerned with the sexual harassment they are exposed to in the course of discharging their field responsibilities. The post hoc test SNK (See Table 5) also indicated that the males were most satisfied with welfare package followed by workmates and least satisfied or dissatisfied with marketing role. While the females were most satisfied with workmate and welfare in the second position and also least satisfied or dissatisfied with marketing role. Notably and coincidentally, marketing role was ranked least as the major source of dissatisfaction for both group combined. Apart from sex, all other independent variables: age, marital status, and education were not relevant in explaining job satisfaction except years of service (experience). ANOVA tests on education and marital influences on job satisfaction produced $F(1.646)$ and $P(.167)$ and $F(.527)$ and $P(.664)$ respectively Regression analysis in respect of age and experience influences on job satisfaction resulted in the $F(2.215)$, $S(.114)$, $R\text{ square}(.038)$ and Adjusted $R\text{ square}(.021)$. See Table 6 in Appendix.

Discussion of Results

Though the result showed that there is no significant statistical difference between the males and females, an in depth examination of the mean scores indicates that the female are more satisfied with their work, supervision, workmates and welfare while the male were more satisfied with salary and career plan and promotion. This finding is in line with those of Weaver (1974); Shaprio and Stern (1975); Forgionne and Peters (1982); Clark (1997), Ward and Sloane (1998). Further results indicate that the most important factor causing marketers to be dissatisfied are linked to inadequate salary and dehumanizing marketing role. On the issue of salary, our result tends to corroborate Okpara's finding that the females are less satisfied with their salary. In a related manner, if the females become unstable and unprogressive in their career growth due to interruptive maternity leave, it would not also be surprising to find the females becoming more dissatisfied generally with salary. It is also not surprising that the male marketers tend to experience more satisfaction with career plan and promotion than the females because of their un-interruptive programme of life. If the organization career plan is operated and implemented by top management (who are usually male dominated) to favour the males, this will invariably affect the salary of the female workers. This sort of situation may be explained by Kanter's (1977) 'homosociability' process where members of same sex are preferred, promoted and developed. Of the marketing dimensions, sexual harassment was found to be the greatest source of dissatisfaction as findings revealed that the females are more dissatisfied than the males. Our finding in this regard, seems to support the observations of Abdullahi (2008) that ladies in the banking profession are more exposed to sexual harassment. One common characteristic feature between the female and male bank marketers in relation to job satisfaction is that both parties generally abhor marketing job function. The reason for this may not be unconnected to the unreasonable and unrealistic targets specified by the "slave masters" at the top of corporate affairs.

Conclusion and Recommendations

On the basis of our findings, we suggest that female bankers should exhibit more self esteem in carrying out their marketing jobs and not use their bodies as instruments to meeting

set targets. Considering the peculiar nature of the additional responsibility on women to care for the family, crèche facilities should be provided around the work environment to reduce the female bank workers' stress especially those of the marketers..

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Appendix

Table 2: Job Satisfaction among Bank Marketers in Benin City

JOB SATISFACTION DIMENSIONS	Mean (Male)	SD	Mean (Female)	SD	Both Sexes	SD
The Work (Cronbach Alpha = .600)	3.2	0.775	3.38	0.719	3.29	0.739
My work is interesting	3.93	1.1	4.25	0.856	4.1	0.978
My work is without hazards	1.8	0.561	1.88	0.885	1.84	0.735
My work allows rest time	2.53	1.187	2.63	1.5	2.58	1.336
My work makes me feel responsible	4.6	1.056	4.44	0.814	4.52	0.926
My work gives me satisfaction	3.47	1.125	3.44	0.964	3.45	1.028
Supervision (Cronbach Alpha = .771)	3.67	0.617	3.69	0.793	3.68	0.702
My superiors take thoughtful and careful decision	3.87	1.06	3.63	1.025	3.74	1.032
My superiors control the performed work	3.53	1.187	4.06	0.443	3.81	0.91
My superior exercise their authority with calmness	3.13	1.125	3.69	1.25	3.42	1.205
My superiors give enough feedback on how well am doing	3.8	1.373	4	0.894	3.9	1.136
My superiors ask me for opinions	3.67	1.397	3.25	1.065	3.45	1.234
My superiors allow me freedom and initiative to do what I want in my job	2.73	1.335	3.06	1.289	2.9	1.3
My superiors defend me	3.2	1.207	3.25	0.775	3.23	0.99

My superiors are trustworthy	4.13	0.64	3.94	0.68	4.03	0.657
I do not exercise fears in relating with my superiors	4.2	0.862	4	0.816	4.1	0.831
Salary (Cronbach Alpha = .816)	3.27	1.033	3.06	1.34	3.16	1.186
My salary covers my needs and allows me some liberties	2.93	1.28	2.94	1.526	2.94	1.389
My salary is just and proportional to the work	3.2	1.082	2.88	1.36	3.03	1.224
My salary is adequate in relation to other companies	3.2	1.082	3.19	1.223	3.19	1.138
Workmates (Cronbach Alpha = .612)	3.73	1.187	4.19	0.655	3.97	0.948
My work mates are pleasant	3.8	1.207	4.25	0.577	4.03	0.948
My workmates are trustworthy and open-minded	3.67	1.175	3.69	0.793	3.68	0.979
Career Plan (Cronbach Alpha = .779)	3.73	0.884	3.63	0.619	3.68	0.748
Career plans and promotion are regular	3.2	1.082	3.06	0.998	3.13	1.024
Career progression and promotion depend on my own competence and not my relationship with my bosses	4.07	0.799	3.94	0.854	4	0.816
I am receiving adequate training that enhances my career progression	3.6	1.183	4.06	0.854	3.84	1.036
Career plans and promotion are carried out in a satisfactory way	3.4	0.828	3.13	0.885	3.26	0.855
Marketing (Cronbach Alpha = .611)	2.83	.678	2.83	.668	2.83	.671
There is inequality in the distribution of duty between marketing and non-marketing staff	3.24	1.206	3.17	1.076	3.21	1.150
Non marketing staff are not as exposed to sexual harassment as marketing staff	2.65	1.163	2.53	1.127	2.60	1.145
I will prefer non marketing job with less pay to marketing job	3.12	1.320	2.85	1.191	3.01	1.270
Marketing staff are given extra consideration for the hazards they are exposed to	2.40	1.209	2.67	1.036	2.51	1.144
The thought of meeting deposit targets makes me feel secure	2.83	1.267	3.08	1.139	2.94	1.217
Welfare (Cronbach Alpha = .614)	4.2	0.676	4.13	0.5	4.16	0.583
There is recognition for best performing staff annually	4.13	0.834	3.56	0.964	3.84	0.934
Staff birthdays are usually acknowledged	4.13	1.06	4.19	0.403	4.16	0.779
Overall Job Satisfaction Index	3.52	.450	3.56	.510	3.54	.462

Table 3: Comparative Analysis of Male and Female Job Satisfaction in the Banking Industry

Job Satisfaction Dimension	Male	Female	T-value	Sig
Work	3.2	3.38	-.652	.519
Supervision	3.67	3.69	-.081	.936
Salary	3.27	3.06	.473	.640
Workmates	3.73	4.19	-1.351	.187
Career Plan	3.73	3.63	.397	.694
Marketing	2.83	2.83	-.018	.986
Welfare	4.2	4.13	-.664	.512

Comparative Overall Job Satisfaction Index	3.52	3.56	-.480	.649
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Table 4: Comparative Analysis of the Different Job Satisfaction Dimensions

Group	Marketing	Work	Supervision	Salary	Workmates	Career	Welfare	F-value	P-value
Male	2.83	3.2	3.67	3.27	3.73	3.73	4.2	3.196	.007*
Female	2.83	3.38	3.69	3.06	4.19	3.63	4.13	6.579	.000*
Both	2.83	3.29	3.68	3.16	3.97	3.68	4.16	9.145	.000*

*= Significant at 5% Level of Significance

Table 5: Job Satisfaction: Multiple Range Tests Using Student-Newman-Keuls (S-N-K)

	Least Satisfactory Job Components	Most Satisfactory Job Components		
INDEX	Group 1	Group 2	Group 3	Group 4
Male Workers	Marketing Work Salary	Work Salary Supervision Workmate Career Plan Welfare		
Female Workers	Marketing Work Salary	Salary Work Career Plan Supervision	Work Career Plan Supervision Welfare	Career Plan Supervision Welfare Workmate
Both Male & Female Workers	Marketing Salary	Salary Work Supervision Career Plan	Work Supervision Career Plan Workmate	Supervision Career Plan Workmate Welfare

Table 6: Employees' Age and Experiential Influence on Job Satisfaction

Factors	Coefficients	T value	Sig	F value	Sig	R Squared	Adj R Squared
Age	-.016	-1.160	.249	2.215	.114	.038	.021
Experience	.040	2.014	.046				