

Identification of Critical Factors Regarding the Job Satisfaction among the Employees in Bangladesh: A Study on Bank Industry

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***Abstract:** The emergence of globalization has changed the business world to a large extent. The competition among today's business firms is undoubtedly high in almost every industry. The success or survival of today's business firms is largely based on increased productivity which requires a skilled and motivated workforce. Therefore, the term 'job satisfaction' is being given importance by the management of today's business firms. A productive employee is an asset for the firm who can only be retained through motivational techniques. However, job satisfaction is a multidimensional subject. It is more practical than theoretical. This study attempts to identify the level of job satisfaction among the bank employees of Bangladesh. The study has revealed some common factors such as interesting job assignments, friendly working conditions, competitive remuneration package, job security, good relation with the boss lead to employee satisfaction, although some variations were found between the employees of Nationalized Commercial Banks (NCBs) and Private Commercial Banks (PCBs). This occurs due to individual as well as organizational differences. The task of management is to create a congenial working atmosphere in the organization and monitor the significant conditions regarding each specific job on a regular basis that will ultimately lead to employee job satisfaction which is directly related to the success and survival of an organization.*

***Keywords:** Job satisfaction, Nationalized Commercial Banks (NCBs), Private Commercial Banks (PCBs), Job security, bank industry*

1. Introduction

1.1. Background

Employee job satisfaction is an important aspect of any successful organization. NO organization can achieve its objective completely keeping its employees dissatisfied. But the term job satisfaction is multidimensional. Only limited aspects are not enough to consider. This issue is more practical rather than theoretical. This study will make an

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attempt to analyze the job satisfaction from different dimensions among the bank employees of Bangladesh.

1.2. Objectives

The basic objective of this study is to identify the critical factors regarding the job satisfaction among the employees in Bangladesh. In addition to this objective, the following sub-objectives were also considered.

- To identify the level of employee satisfaction.
- To make a comparison between the job satisfaction level of employees of Nationalized Commercial Banks (NCBs) and Private Commercial Banks (PCBs).
- To identify the job satisfaction level between male and female employees.
- To provide recommendations for improving job satisfaction level among the employees of banks.

1.3. Methodology

The study requires adherence to some rules and methodologies. Rules were followed to ease the data collection as well as data manipulation procedure. This part of study addressed the following topics.

i. Research design

- The study is exploratory in nature. The study attempted to identify the different dimensions of job Satisfaction.

ii. Data collections methods

- a. Data were collected from both primary and secondary sources.
- b. A survey method was followed.
- c. The survey was conducted depending on a five scale questionnaire.

iii. Sample design

- The target population was the employees of both the nationalized commercial banks and private commercial banks in Bangladesh.
- Individual opinion was considered as a sample unit.
- Respondents were selected on the basis of simple random sampling method.
- A sample size of 31 was chosen.

iv. Field work

An extensive interview was conducted and each interview covered from 15 to 25 minutes. Again a close look was given to observe the respondents' reactions during filling up the questionnaire. Finally, various reports and manuals, both external and internal, were collected and analyzed to make the research fruitful.

v. Data analysis methods

An attempt was made to analyze the collected data by using different statistical tools. The following methods were used to analyze data: Measures of central tendency; Measures of dispersions; Estimation approach (confidence interval); Hypothesis testing; Small sample size approach; and Chi- square testing.

1.4. Limitations

- There is the possibility of non – sampling error.
- Employees fear to reveal the negative aspects.
- The study is applicable only to bank industry.
- Due to scarcity of time and considering the resource available, the study was limited to 31 respondents.
- The information collected is based on the perception of the respondents.

2.0 Literature Review

Job satisfaction is an affective or emotional response toward various facets of one's job (Kreitner & Kinicki, 2004, P .202). This definition implies that job satisfaction is not a unitary concept. Rather, a person can be relatively satisfied with one aspect of his or her job and dissatisfied with one or more other aspects. Researchers at Cornell University developed the Job Descriptive Index (JDI) to assess one's satisfaction with the following job dimensions: work, pay, promotion, co-workers, & supervision (Smith et al, 1999). Researchers at the University at Minnesota concluded that there are 20 different dimensions underlying Job Satisfaction. Selected Minnesota Questionnaire (MSQ) items measuring satisfaction with recognition, compensation, & supervision (Weiss et al, 1967).Research revealed that job satisfaction varies across cultures.

Job satisfaction is one of the most frequently studied work attitude by organization behavior (OB) researchers. For example, more than 12000 job satisfaction studies were published by the early 1990s (Kinicki et al, 2002, P. 14).

The importance of job satisfaction among the employees of an organization is vital for the success of that organization. As Troy (2002, P. 29) stated that “Job satisfaction is a key driver to corporate success. With an unhappy work force you have nothing and you will never be great.” Again Banker (2008) concluded that a productive employee is a satisfied employee & productive employees create successful businesses. Judge et al (2001) stated that “some researchers used to believe that the relationship between job satisfaction & job performance was a management myth. But a review at 300 studies suggested that the correlation is pretty strong.” Robbins & Judge (2009) stated that organizations with more satisfied employees tend to be more effective than organizations with fewer satisfied employees. In stating the importance of job satisfaction, Bateman and Organ (2003) concluded that job satisfaction is a major determinant of an employee’s organizational citizenship.

Along with the job satisfaction-performance relationship, corporate leaders are making strong statements that happy employees make happy customers (McShane and Glinow , 2005, P. 125). “It just seems common sense to me that if you start with a happy, well-motivated workforce, you’re much more likely to have happy customers.” explains Virgin Group founder Richard Branson.

“Our front line is our bottom line. If our employees are satisfied, than our patients are satisfied,” says Gilliam, an executive at the Care Group (Schneider, 2003). The relationship between employee job satisfaction and customer’s satisfaction is better explained by McShane & Glinow (2005) by employee-customer-profit chain (figure-1).

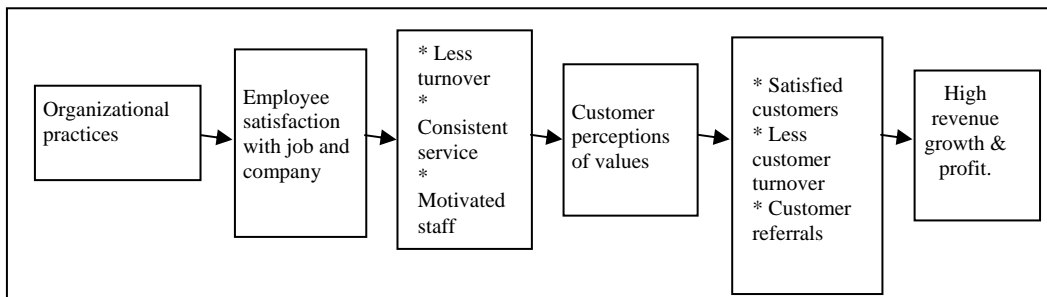


Figure 1- The employee-customer-profit chain model

The consequences of employee dissatisfaction in an organization are better explained by Turnley & Feldman (1999) by their “Exit-Voice-Loyalty–Neglect (EVLN) model”. As the name suggests, the EVLN model identifies four ways that employees respond to dissatisfaction.

Further, these four ways are better explained by McShane & Glinow (2005, P.123-124) as follows:

Exit: Exit refers to leaving the job, including searching for other employment, actually leaving the organization, or transferring to another work unit.

Voice: Voice refers to any attempt to change, rather than escape from, the dissatisfying situation.

Loyalty: Loyalty has been described in different ways. The most widely held view is that 'loyalists' are employees who respond to dissatisfaction by patiently waiting for the problem to work itself out or get resolved by others (Zhou and George, 2001).

Neglect: Neglect includes reducing work efforts paying less attention to quality, and increasing absenteeism and lateness.

Newstrom and Davis (2002, P.214) highlighted the relationship of job satisfaction to turnover and absences as follows:

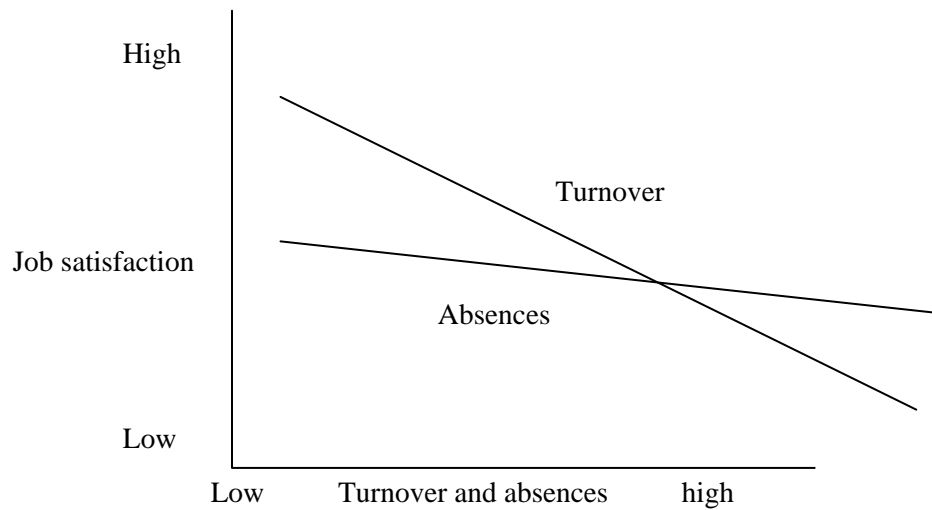


Figure 2: Relationship of job satisfaction to turnover and absences

The voluntary turnover of desirable employees is generally considered detrimental to the organization, both in replacement costs and work disruption (Hellman, 1994).

Researchers have been trying to identify what actually makes an employee satisfied. There is no clear cut answer in this regard because the sources of job satisfaction and dissatisfaction vary from person to person (Hellriegel et al, 1998). Interesting jobs that provide training, variety, independence, and control satisfy most employees (Barling et al, 2003). One study demonstrated a striking relationship between popularity and job satisfaction (Van Zest, 1951, P. 405). Maier (1999, P.127) stated that management of an

organization must concern itself with creating conditions for employees which make for mutual feelings of being wanted and liked in a group.

Given the importance of job satisfaction and disadvantages of job dissatisfaction, there is a dearth of research in this field in Bangladesh, especially in bank industry. This study attempts to identify the nature of job satisfaction level among the bank employees in Bangladesh.

3.0 Data Analysis and Findings

3.1 (i) There are some conditions concerning the job that could be improved.

Most of the employees think that the conditions concerning their jobs should be improved. The top level managers generally do not think so. No respondent out of 31 was found to strongly disagree with this statement. However, the result of the survey regarding this question is as follows:

Table 1: There are some conditions concerning the job that could be improved

Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
10%	74%	10%	6%	–

ii) Individual performance is not so much important for the company.

Most of the respondents think that their job plays an important role on the success of their company. A little variation was found regarding this issue among the employees of Nationalized Commercial Banks (NCBs) and Private Commercial Banks (PCBs). The result of the survey regarding this statement is as follows:

Table 2: Individual performance is not so much important for the company

Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
–	29%	13%	35%	23%

iii) An increasing bad attitude toward the job, boss, and employer.

Many of the employees were found satisfied with their boss, job and employer. However, some of the respondents were reluctant to make a clear –cut opinion. The result of the survey is as follows:

Table 3: An increasing bad attitude toward the job, boss, and employer.

Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
–	13%	26%	45%	16%

iv) Job is interesting

Most of the employees of both government and non- government organizations think that the job they are doing is interesting to them. No respondent was found strongly dissatisfied with his or her job. The result of the survey is as follows:

Table 4: Job is interesting

Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
16%	70%	10%	4%	–

v) Resources required to do the job successfully are not given adequately.

Many of the employees agreed to the point that they are not given adequate resources that they need to do the job successfully. This issue was found severe in case of NCBs employees. The result of the survey is as follows:

Table 5: Resources required to do the job successfully are not given adequately

Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
13%	42%	16%	23%	6%

vi) Satisfaction with the present job.

Many of the employees were found satisfied with their present job. The entry level managers were found more or less dissatisfied with their present job. The result of the survey is as follows:

Table 6: Satisfaction with the present job

Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
6%	39%	23%	26%	6%

vii) Enthusiastic about work.

Many of the employees were found enthusiastic about their job. However, employees of NCBs are less enthusiastic about their job. The result of the survey is as follows:

Table 7: Enthusiastic about work

Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
6%	61%	20%	13%	–

viii) Satisfaction with work environment

Many of the respondents were found satisfied with their working environment. However, a little variation was found in this case among the employees of NCBs and PCBs. It was found that the employees of PCBs are more satisfied with working environment than the NCBs employees. However, the result of the survey is as follows:

Table-8: Satisfaction with work environment

Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
10%	48%	16%	26%	–

(ix) Feeling insecure about the job.

Many of the NCBs employees do not feel insecure about their job. The case is reverse in case of PCBs. Employees of PCBs were found very much anxious about the security of their job. The result of the survey is as follows:

Table 9: Feeling insecure about the job

Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
6%	42%	3%	42%	7%

(x) Job is making the best use of individual's ability.

Many of the employees agreed that their job is utilizing their ability. However, some middle and entry level employees of NCBs did not agree with this issue. The result of the survey is as follows:

Table 10: Job is making the best use of individual’s ability

Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
6%	26%	26%	23%	19%

Besides the above issues, some important questions were asked to employees to provide the opinions. The results of these questions are summed up as follows:

Table 11: Miscellaneous data about job

Statement	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
It seems that my friends are more interested in their jobs	6%	42%	26%	26%	–
I enjoy my work more than my leisure time	6%	55%	29%	7%	3%
Most of the time I have to force myself to go to work	3%	13%	36%	45%	3%
I am satisfied with my job for the time being	10%	26%	19%	35%	10%
I feel that my job is no more interesting than others I could get	3%	26%	42%	26%	3%
I often feel overworked and overwhelmed	3%	42%	19%	36%	–
I feel that I am happier in my work than most other people	3%	48%	36%	13%	–
I am satisfied with my present salary scale	3%	19%	20%	42%	16%
Each day of work seems like it will never end	6%	26%	26%	42%	–
I find real enjoyment in my work	6%	39%	23%	29%	3%
My job environment is favorable to me	3%	62%	19%	13%	3%
I am free with my superior	6%	55%	16%	17%	6%

3.2 A Comparison between NCBs and PCBs in terms of consistency of salary level

Data that were collected from both NCBs and PCBs employees were used to identify whether the NCBs or PCBs are more consistent in salary package. The result of the study in terms of consistency of salary is as follows:

Table 12: A Comparison between NCBs and PCBs in terms of consistency of salary level

Organization	No. of employees	Average salary	Standard deviation	Coefficient of variation
PCBs	20	Tk. 28,100	Tk. 13,214	47.02%
NCBs	11	Tk. 20,818	Tk. 6928	33.28%

Since the coefficient of variation of NCBs is less than thos of PCBs, so the conclusion is that NCBs are more consistent in terms of salary package than PCBs.

3.3 Examining the nature of relationship between years of experience and level of salary:

An attempt was made to identify the nature of correlation between years of experience and salary level. The result of the study in this case is as follows.

Table 13: Nature of relationship between years of experience and level of salary

No. of employees	Average salary	Average years of experience	co-efficient of correlation
31	25510	17	0.48

Source: Authors' calculation

Since the value of 'r' which denotes the nature of correlation between two variables is 0.48, so it was found that there is a positive correlation between years of experience and salary level.

3.4 Constructing a 95 percent confidence interval for the proportion of employees who feel that they are happier in their work than most other people.

The survey in which 31 personnel were contacted states that 51% of all employees feel that they are happier in their work than most other people in their organization.

A 95 percent confidence interval was constructed for the proportion of personnel who feel that they are happier in their work than most other people.

The value of Z at 95 percent confidence level is 1.96. Thus, a 95 percent confidence interval for the proportion of personnel who fell that they are happier in their work than most other people is:

$$\begin{aligned} & \bar{P} \pm Z \times \sigma_{\bar{p}} \\ = & 0.51 \pm (1.96) (0.10) \\ = & 0.51 \pm 0.196 \end{aligned}$$

So, it was found that the maximum proportion of employees who feel that they are happier in their job than most other people is 70.6 percent and the minimum proportion is 31.4 percent.

3.5 Constructing a 95% confidence interval for the mean age of employees.

From random sample of 31 employees, the mean age and the sample standard deviation were found to be 37 years and 9.23 years respectively. A 95 percent confidence interval was constructed for the mean age of employees.

The value of Z at 95 percent confidence level is 1.96. Thus, 95 percent confidence interval for the mean age of employees is:

$$\begin{aligned} & \bar{X} \pm Z \times \sigma_{\bar{x}} \\ = & 37 \pm (1.96) (1.657) \\ = & 37 \pm 3.25 \text{ years.} \end{aligned}$$

Thus, it was found that the maximum mean age of employees is 40.25 years and the minimum mean age is 33.75 years.

3.6 Hypothesis Testing

An attempt was made to verify some statements by using hypothesis testing procedures. In this regard, each category of opinion was given a particular quantitative value in order to make the measurement easy and accurate. The quantitative value was placed in the following way.

Table 14: Quantitative value of each category of opinion

Degree of opinion	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Value placed	5	4	3	2	1

Based on the above value that was placed against each category, the following statements were tested.

3.6.1 Middle and top level employees are more satisfied with their salary scales than the entry level employees.

Data used in this purpose are as follows:

Table 15: Comparison of satisfaction in terms of salary scale

Level of employees	No. of respondents	Average Score	Standard deviation
Middle and top	18	2.67	1.23
Entry	13	2.38	0.96

The hypothesis was set as follows:

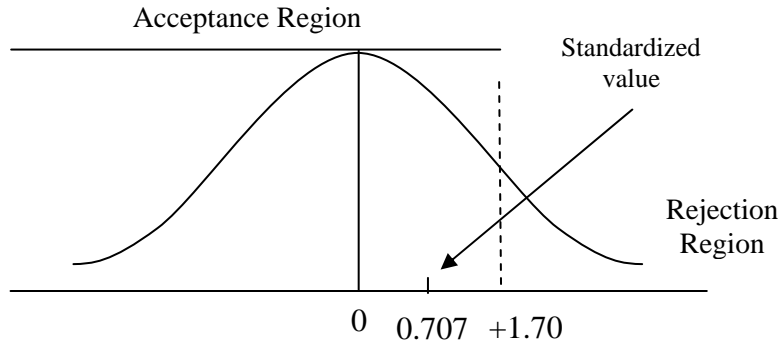
$H_0: \mu_1 = \mu_2 \Leftarrow$ Null hypothesis. Middle and top level employees and entry level employees are equally satisfied with their salary scale.

$H_1: \mu_1 > \mu_2 \Leftarrow$ Alternative hypothesis. Middle and top level employees are more satisfied than the entry level employees.

$\alpha = 0.05 \Leftarrow$ level of significance.

It was one-tailed test. The critical value of 't' at a 0.05 significance level is +1.70. The standardized value was found to be 0.707. The result of the study in this case can be sketched as follows:

Figure 3: Comparison between critical value and standardized vale



Since the standardized value fall within the acceptance region, therefore the null hypothesis was accepted. The conclusion is that both middle and top level managers as well as entry level managers are equally satisfied with their salary scales.

3.6.2 Female employees are more enthusiastic about their work than the male employees.

Data used in this case are as follows:

Table 16: Comparison between male and female employees in terms of enthusiasm

Group	No. of respondent	Average score	standard deviation
Female	7	3.71	1.25
Male	24	3.50	0.885

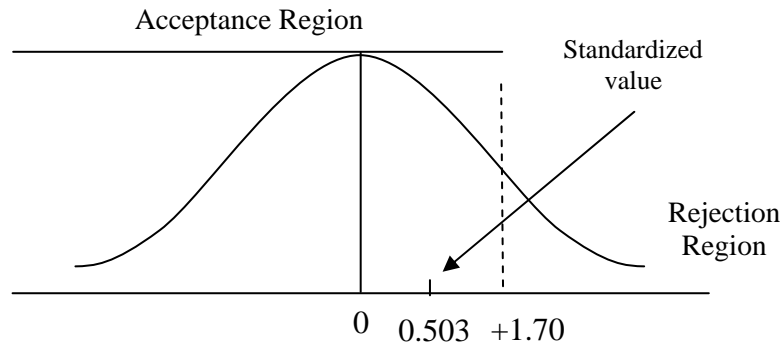
The hypothesis was set as follows:

$$H_0: \mu_1 = \mu_2$$

$$H_1 : \mu_1 > \mu_2$$

$$\alpha = 0.05$$

This was one tailed test. The critical value of ‘t’ is +1.70. The standardized value was found to be 0.503. The result of the study in this case can be sketched as follows:

Figure 4: Comparison between critical value and standardized value

Since the standardized value fall within the acceptance region, therefore null hypothesis was accepted. The conclusion is that both male and female workers are equally enthusiastic about their job.

3.6.3 Employees of PCBs feel more insecure about their job than NCBs employees.

Data used in this case are arranged as follows:

Table 17: Data regarding security of job

Group	No. of employees	Average Score	Standard deviation
PCBs	20	3.6	1.00
NCBs	11	2.18	0.98

The hypotheses were set as follows:

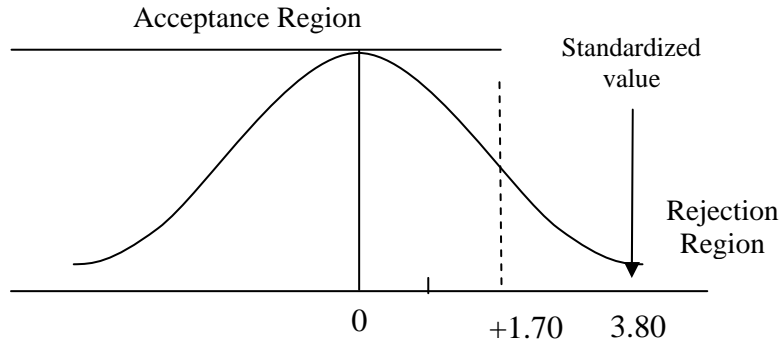
$$H_0: \mu_1 = \mu_2$$

$$H_1 : \mu_1 > \mu_2$$

$$\alpha = 0.05$$

This was a one-tailed test. The critical value of 't' is +1.70. The standardized value was found to be 3.81. The result of the study in this case can be sketched as follows.

Figure 5: Comparison between critical value and standardized value



Since the standardized value fall outside the acceptance region, therefore null hypothesis was not accepted. The conclusion is that employees of PCBs feel more insecure about their job than those of NCBs.

3.6.4 Employees are not given resources they need to do their job successfully.

Data used in this case can be arranged as follows:

Table 18: Data regarding the required resources to do the job

Group	Agree	Disagree	Undecided	Total
NCBs	8	2	1	11
PCBs	9	6	5	20
Total	17	8	6	31

The null hypothesis was stated as both the employees of NCBs and PCBs equally agree that they are not given adequate resources to do their job successfully.

The critical chi-square value at a 0.05 significance level was 5.991. The calculated chi-square value is 4.223 which is less than the tabular chi-square value.

Therefore, null hypothesis was accepted i.e., both the government and non-government employees are equally agree that they are not given resources needed to do the job successfully.

3.6.5 Employees of NCBs are more satisfied with their work environment than those of PCBs.

Data used in this case can be arranged as follows:

Table 19: Data regarding the satisfaction of working environment

Group	No. of employees	Average Score	Standard deviation
NCBs	11	3.18	0.982
PCBs	20	3.6	1.00

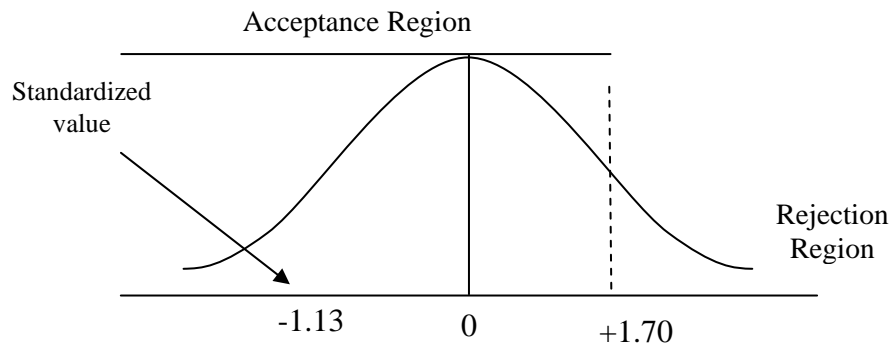
The hypotheses were set as follows:

$$H_0: \mu_1 = \mu_2$$

$$H_1 : \mu_1 > \mu_2$$

$$\alpha = 0.05$$

This was a one-tailed test. The critical value of 't' is +1.70. The standardized value was found to be -1.13. The result of the study in this case can be sketched as under.

Figure 5: Comparison between critical value and standardized value

Since the standardized value falls within the acceptance region, therefore null hypothesis was accepted. The conclusion was that government employees and private employees are equally satisfied with their work environment.

4.0 Concluding Remarks and Recommendations

There is no doubt that job satisfaction is a multidimensional subject. Satisfaction of a job is influenced by a lot of different factors. Employees of NCBs may not be dissatisfied for the same reason which is a major cause of PCB employees' dissatisfaction. However, some common issues such as resources required to do a job successfully, work environment, good relation with boss, security of the job are considered as a major

determinant of job satisfaction by both NCBs and PCBs employees. The task of management is to review the conditions concerning the job at a regular basis to keep its employees satisfied which is directly related with the organization's productivity.

The results of the study indicate that employees are satisfied with their job although there was a little variation in their opinions. The study also discovered some unfavorable conditions concerning the job that should be improved. The following steps should be taken by the management of both the NCBs and PCBs to improve the level of job satisfaction among employees.

- a) Adequate resources should be given to employees in order to do the job successfully.
- b) Salary structure of employees should be modified on a regular basis in order to make a proper adjustment with the changing economic conditions.
- c) A favorable working environment should be created so that employees feel comfortable to do the job.
- d) Individual performance should be linked to organization performance.
- e) Incentive - based assignment should be given to employees in order to make the job interesting.
- f) Work - loading and time should be structured in such a way that the employees do not feel overworked and overwhelmed
- g) The organization should place an employee at the right place in order to make the best use of his or her ability.
- h) Organizations should create a culture in which employees do not feel insecurity about their job.

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