

JOB SATISFACTION OF FIELD LEVEL CIVIL SERVANTS IN BANGLADESH

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Abstract

The present study was conducted with a view to examining the job satisfaction and dissatisfaction of the field level Civil Servants working in Bangladesh. A total number of 120 field level Civil Servants from six different cadres from Dhaka Division of Bangladesh were selected on a random sampling basis. The present study reveals that the significantly higher number of the respondents was satisfied than those who were dissatisfied with their present job. The study also show that satisfaction with specific job factors have significant positive impact on the overall job satisfaction of the respondents. The study further reveal that every job related factor was not equally important for their overall job satisfaction. Promotional opportunity, salary, job status, recognition for good work, and job security were perceived as more important than working condition, good relation with colleague, participation in decision making and autonomy in work. It is also observed that job factors were not unidirectional in their effects. It is a both sources of satisfaction and dissatisfaction. Promotional opportunity has been considered as most important followed by poor salary, lack of recognition and political pressure. Salary has been considered as both strong cause of satisfaction and dissatisfaction. The study suggests to conduct an in depth study for better understanding and generalization regarding job satisfaction and dissatisfaction of the field level Civil Servants working in Bangladesh.

Keywords: Job satisfaction, Civil Servant, Job factors, Job dissatisfaction.

Introduction

Job satisfaction plays an important role to an employee in terms of health and wellbeing (e.g. Keon, and McDonald. 1982; Shipley, 1979; Khaleque, 1981) on organization in terms of employee relations, performance, absence and turnover (e.g. Khaleque; 1979; Locke; 1976; Vroom, 1964 Mawday, 1981; Haque, 1982). Civil Servants of any country play an important role for the overall development of a country. The quality of service of the Civil Servants to the public depends on their total efforts. Job satisfaction of Civil Servants result from the specific liking and disliking experiencing in their job. The efficient manpower can best be utilized if they are satisfied with their job. The present quality of service of the Civil Servants at the field level in Bangladesh is not quite satisfactory. There may be many reasons behind it but human factor may be one of the major reasons behind it. Various studies have been conducted in the western countries (e.g. Vroom, 1964; Locke, 1976) but very few studies have been conducted in Bangladesh (e.g. Khaleque, 1984; ossain, 2000).

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Review of Literature

The review of literature on job satisfaction Vroom, (1964) reveal that a large number of researchers have identified job security, promotion, salary, recognition, job status, autonomy in work, participation in decision making , scope for open communication, level of occupation and working condition as important determinants of job satisfaction. Several studies revealed that majority of the employees in Bangladesh were dissatisfied with their pay, working condition, job status, recognition for good work, autonomy in work (e.g. Khaleque and Rahman, 1987; Khaleque and Wadud, 1984; Begum, 1988). Hoque and Rahman (1987) in their study on Weaving Section workers' of Jute Mills in Bangladesh found that extrinsic factors of job were more important than intrinsic factors for overall job satisfaction. They also found that job factors were not unidirectional in their effects, job factors could be sources of both satisfaction and dissatisfaction. In another study conducted by Hoque and Hossain (1992) reported that job security, supervision, recognition for good work, and good working condition were considered more important than promotional opportunity, wages and participation in decision making. The important causes of job dissatisfaction as perceived by the respondents were poor wages, poor working condition, unfavourable nature of work, and poor supervision. Herzberg et al. (1957) observed that perceived importance of job related factors differ for different occupational groups. Hossain (1992) in his study found that job security, recognition for good work, application of sound management principles working environment were reported as more important for determining job satisfaction for the private sector secondary school teachers in Bangladesh. While, public school teachers considered salary, job security, recognition for good work and promotional opportunity as important factor for their job satisfaction. Hossain (1997) in another study on job satisfaction of women employees in Bangladesh found that majority of the respondent were satisfied with their job as compared to non satisfied one. He also found that open communication, promotional prospects, equity and job status were more important factors for overall job satisfaction. Job factors were not unidirectional in their effects rather they could be sources of both satisfaction and dissatisfaction. Lack of promotional prospects, poor salary, equity and long banking hours were the major causes of job dissatisfaction as perceived by the respondents. In a study on attitudes of commercial bank employees in relation to job related factors by Hossain (1999) found that bank employees in general were dissatisfied with salary, low job status, fair promotional prospects and recognition for good work. Major problems faced by the respondents were lack of autonomy, excessive work load, external and union pressures and on cooperation from others. More over, they feel their job as non-challenging, non-interesting and routine. In a study by Hoque and Hossain (1992) found that significantly higher number of respondents were satisfied with their job than those who were not satisfied with the job. They also found that job security, good relation with colleagues, supervision, recognition for good work, working environment were rated more important than wages, promotion, autonomy in work and participation in decision making. The study also revealed that wages was one of the least important factors of job satisfaction but most important cause of job dissatisfaction.

From the above review of literature it is found that some studies have also been conducted on job satisfaction in Bangladesh, but none of the study has been conducted on job satisfaction of Civil Servants in Bangladesh. So, there is a need to conduct a study on job satisfaction of field level Civil Servants working in Bangladesh for improving the quality of their services towards the society. Thus, the present study was conducted with a view to achieving the following specific objectives:

- i. to measure the overall job satisfaction of the field level Civil Servants working in Bangladesh;
- ii. to find out the relative importance of different job related factors as perceived by the respondents
- iii. to examine the satisfaction and dissatisfaction of the specific job related factors as Considered by the respondents;
- iv. to identify the important causes of job dissatisfaction as perceived by the respondents; and
- v. to formulate suggestions for improving the situation.

Methology of the Study

Subject

A total number of 120 field level Civil Servants covering six major cadres from Dhaka Division in Bangladesh were taken as respondents on a random sampling basis. The mean age and experience of the respondents were 40.2 years and 11.25 years respectively and their levels of education varied from graduation to Ph. D. degree. Among the respondents 20% was female.

Measuring Instruments Used

The following instruments were used for the purpose of the present study:

Brayfield-Rohe Scale: To measure the overall job satisfaction of the respondents, Brayfield-Rothe Scale (Brayfield-Rothe, 1951). It is a widely used scale for measuring job satisfaction of employees. It consists of 18 items in relation to job satisfaction. Each item could be replied by nay one of the five answers: “strongly agree”, “agree”, “undecided”, “disagree” and ‘Strongly disagree”. The items were selected in such a way that satisfaction end of scale was indicated by “strongly agree” and “agree” for one half of the items and disagree” and ‘Strongly disagree” for the other half. The scoring weight each item range from 1-5 and possible total scores varied from 18 to 90 with the undecided or neutral point at 54. A total score of 54 above represents job satisfaction and score below 54 represents job dissatisfaction. The reliability and validity of the scale were found to be quite high.

The Scale for Perceived Importance of Job Factors

To measure the relative importance of specific job factors as perceived by the respondents, a five-point rating scale was used. It comprised of ten specific aspects of job. The respondents would indicate the importance of a job related factor to overall job satisfaction, a five-point rating scale ranging from least important (1) to

most important (5). The scaled was developed partially on the basis of related literature to job satisfaction (e.g. Hertzberg et al. 1957; Hossain, 1991; Khaleque and Wadud, 1984) and partially on the basis of a pilot survey of the opinion of the prospective respondents concerning the importance of different aspects of job to the overall job satisfaction.

Questionnaire for Measuring Satisfaction with Job Facets

A questionnaire was constructed to measure job satisfaction with 10 specific aspects of job. These factors were included in the questionnaire for covering different aspects of job, which has been identified by several investigators to affect employee attitudes (Hertzberg et al., 1957; Vroom, 1964; Locke 1974). The subject would indicate their satisfaction and dissatisfaction with each of the specific aspect by giving tick either “yes” or “no” response.

Open Ended Question

One open ended question was asked to mention two important causes of dissatisfaction with their present job.

Results and Analyses

The results and analyses of the present study have been presented from table 1-5.

Table-1: Showing the Chi-square value of difference between the percentage of satisfied and dissatisfied respondents

Respondents	Percentage	df.	Chi-square	Level of sig.
Satisfied	77	98	14.4	P<.01
Dissatisfied	23			

The respondents were classified as satisfied and dissatisfied on the basis of scores obtain by the Brayfield and Rothe Scale. According to the scale, an individual's possible scores vary from 18 to 90 and the neutral point being 54. The subject whose total scores were 54 and above were classified as satisfied and scores below 54 were classified as dissatisfied. However, the results in the table show that satisfied respondents were significantly higher than those who were dissatisfied with their present job.

Table-2: Perceived Importance of Different Job Related Factors as Perceived by the Respondents

Job related factors	Mean ranks	Rank orders
Promotional opportunity	4.36	1
Salary	3.90	2
Job status	3.85	3
Relation good work	3.64	4
Job security	3.45	5
Opportunity for open communication	3.30	6
Working condition	3.16	7
Good relations with colleagues	3.00	8
Opportunity for participation	2.90	9
Autonomy in work	2.40	10

The results in table-2 reveal that every job related factor was not equally important to the respondents. Promotional opportunity has been assigned as the most important factor and autonomy in work has been considered as the least important factor for their overall job satisfaction. Rests of the eight factors were considered in between these two factors.

Table-3: Composite Chi-square table showing the satisfaction and dissatisfaction as perceived by the respondents (N-120)

Specific job factors	No. of satisfied	No. of dissatisfied	Chi-square	P
Pay	38	82	16.13	<.01
Job security	72	48	15.00	<.01
Relation with boss	92	28	34.13	<.01
Working condition	55	65	0.83	N.S.
Open communication	84	36	19.20	<.01
Promotional opportunity	39	81	14.70	<.01
Autonomy in work	55	65	0.83	N.S.
Job status	45	75	7.50	<.05
Recognition for good work	40	80	13.33	<.01
Participation in decision making	52	68	2.13	N.S.

The results in table-3 show that out of ten Chi-squares, six were significant. Further detail analysis of the result indicate that the respondents were significantly more dissatisfied with their present pay, opportunity for open communication, job status, recognition for good work, while significantly higher number of respondents were satisfied with their job security and relation with boss and opportunity for open communication with the boss..

Table 4: Mean difference in overall job satisfaction according to the degree of satisfaction with specific aspects of the job

Specific aspects of the job	Mean overall job satisfaction Scores of the respondents who are satisfied with the factor			Mean scores of the overall job satisfaction of the respondents who are dissatisfied with the factors			
	Number	Mean	S.D.	Number	Mean	S.D.	t
Pay	38	69.35	7.71	82	60.21	10.95	2.77*
Job Security	72	68.90	9.60	38	60.52	15.58	3.14**
Relation with boss	92	68.90	4.02	28	60.52	20.73	2.22*
Working condition	55	65.35	10.09	65	63.85	8.00	0.82 N.S
Open communication	84	67.76	8.77	36	59.78	6.38	1.98*
Promotional opportunity	39	69.53	4.77	81	61.01	6.30	2.82
Autonomy in work	55	68.19	9.50	65	58.54	7.18	4.34**
Job status	45	65.81	9.49	75	54.00	6.60	7.62**
Recognition for work	40	65.19	2.88	80	58.00	6.63	7.61**
Participation in decision	52	66.16	10.70	68	56.86	7.87	2.36**

Note * less than 5% . ** = less than 01% level of significant.

The, results in table-4 show that the mean overall job satisfaction scores are significantly higher for those who are satisfied with specific job related factors

except working condition. So, it can be said that there is a significant positive correlation between satisfaction with specific job related factor on the overall job satisfaction i.e. those who are satisfied with the specific job related factors, they are significantly more satisfied with their overall job satisfaction.

Table-5: Major causes of job dissatisfaction as perceived by the respondents

Causes of dissatisfaction	Percentage of respondents
Poor promotional opportunity	40%
Poor salary	30%
Poor career planning	20%
Lack of recognition for good work	20%
Poor training facilities	15%
Lack of autonomy	15%
Low motivational facilities	10%
Political pressure	10%

The results in table-4 indicate that respondents have specified 8 important causes of job dissatisfaction. The major causes of job dissatisfaction as perceived by the respondents were poor promotional opportunity (40%), poor salary (30%), poor training facility, poor career planning.

Discussion

The results of the present study show that 77% of the respondents were satisfied with their present job and the rests were dissatisfied and this difference was statically significant. Similar trend of occupational satisfaction was found by many other studies in home and abroad (Taylor, 1977; Khaleque, 1984; Hossain 1992) which is consistent with the present study. Tpresent study also depects that there is a significant positive impact of satisfaction with specific job related factor on their overall job satisfaction. Hossain, 1995; Hossain 1997) also found similar result which confirms the findings of the present study.

Promotional opportunity has been assigned as the most important factor for overall job satisfaction by the respondents. Several other studies also found similar result i.e. promotional opportunity has been found as an important determinant of job satisfaction (e.g. Haque and Hossain 1991; Khaleque and Wadud, 1984; Hossain, 1992).

Salary has been assigned as the 2nd important factor for their overall job satisfaction which is contradictory to many other studies (e.g. Hertzberg et al. , 1957; Hossain, 1991). One possible reason may be that salary of the field level civil Servants is not good enough to meet their day to day expenditure. Another explanation may be that the field level civil Servants are comparatively junior officer and their salary structure is also low and they have no other income other than salary. As a result it is difficult to run their family with their limited income. It may be mentioned here that respondents has also mentioned salary as their one of the major cause of job dissatisfaction.

Job status has been assigned as the 3rd important factor for their overall job which is similar to many other studies (e.g.) which is consistent with the findings of the present study. It is also found from the table-5 that job status has been assigned as one of the major causes of job dissatisfaction which is contradictory to the general perception that civil service is considered as one of the prestigious jobs in Bangladesh. One possible reason may be that in the present study covers six major cadres including administrative cadre. In Bangladesh administrative cadre enjoys more status and facilities including promotion than other cadres. In the present study majority were (83.33%) from other than administrative cadre.

Recognition for good work has been assigned as the 4th important cause of overall job satisfaction by respondents. Many other studies also found similar result (e.g. Herzberg, 1957; Hossain, 1991; Hossain 1992) which confirms the findings of the present study.

The results further reveal that good number of job related factors have been considered as a source of both satisfaction and dissatisfaction. Thus, it appears that satisfaction variables are not unidirectional in their effects. It can be both a source of satisfaction and dissatisfaction, depending among other as the types of job, employees and socio-economic factors etc. It is also observed from the findings that there is a significant positive impact of satisfaction with specific job related factors on the overall job satisfaction i.e. mean job satisfaction scores were significantly higher among the respondents who were satisfied with specific job related factors than those who were not satisfied with specific job related factors (see-table 4). Similar results were also found by many other studies (e.g. Hossain, 1992; Hossain, 1995) which confirmed findings of the present study.

However, the specific factors such as promotional opportunity, salary, recognition for good work, job status, job security, opportunity for open communication seem to be stronger source of satisfaction. On the other hand, promotional opportunity, salary and job status has been perceived as sources of satisfaction and dissatisfaction and dissatisfaction which is against the findings of the Herzberg's Two-factor Theory of Motivation Herzberg et al., (1957).

Conclusion

It may be concluded from the findings of the present study that significantly higher number of field level Civil Servants of Bangladesh are satisfied with their present job than those who are not satisfied with it. It is also evidence from the findings that job satisfaction variables are not unidirectional in their effects, it can be both source of satisfaction and dissatisfaction at their work place. The study further reveals that field level Civil Servants of Bangladesh are significantly more dissatisfied with their promotional prospect, salary, pay, job status (more among other than administrative cadre), opportunity for open communication and recognition for good work. While more respondents were satisfaction with job security and relation with boss.

However the present study suffers from more limitations like limited and small sample size which may not be the true representative of the whole Civil Servants of

Bangladesh. The present study suggest to conduct an in depth study before generalizing by covering broader scope and more sample size which would held formulate policy for better understanding about the job satisfaction of the Civil Servant of Bangladesh. In spite of all these limitations, the findings of the present study can be helpful to increase job satisfaction of the field level Civil Servant of Bangladesh by reducing job dissatisfaction which will help improve the commitment of the field level Civil Servants working in Bangladesh.

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