CHAPTER II
REVIEW OF LITERATURE

2.1 Association between Human Resource Practice and Organizational Performance

In a rapidly shifting competitive business, equipment and machinery; economics and finance provides less competitive aspect than in the earlier period, core target how people are managed properly has become significant. Beyond doubt human resources are an important source for an organization that may be small or large; sole proprietorship or joint stock company. Many published researches reported positive relationship between the better acceptance of human resource practices and company performance. Through particular instances, Çalişkan (2010) showed from academic research regarding the effect of strategic human resource management practices on organizational performance. He concludes that there is a relevant relationship between the organization’s performance and the way an organization manages its human resources. HR practices have significant impact on Productivity and quality (Huselid, 1995; Arthur, 1994; MacDuffie, 1995). Productivity of a firm is significantly related with HRM practices (Ichniowski et al., 1997). Human Resource practices have significant relationship with job satisfaction (Absar et al., 2010).

An investigation carried out on 82 Indian firms by Singh (2004) which found that HR practices such as training and compensation had powerful influence on perceived organizational performance. Khan (2010) conducted a study on Gas and Oil Industry in Pakistan which revealed a positive and statistically relevant relation of HRM practices with organizational performance. A paper presented by Mudor & Tooksoon (2011) which results pointed out HRM practices has a positive and significant correlation with job satisfaction. Conversely HRM practices and job satisfaction are significantly but negatively correlated with turnover. However, the outcome of the paper revealed that HRM practices and job satisfaction has a strong relationship with turnover. Sivasuramaiam & Ratnam (1998) conducted a study on ‘The Relationship between Human Resource Management and Firm Performance: The Indian Experience’ and showed that human resource management emphasizes on
individual-level outcomes such as absenteeism turnover and job satisfaction which focused on more progressive organizational effectiveness. Islam and Siengthai (2010) investigated on Dhaka Export Processing Zone about Human Resource Management Practices and Firm Performance which observed HRM practices had a remarkable and positive relation with firm performance. A research study conducted by Absar et al. (2010) on fifty manufacturing firms in Bangladesh and showed that HR practices have significant relation with organizational performance. Two studies (Billah & Islam, 2009; Billah, Prince, & Islam, 2009) in context of Bangladesh also found that HR practices have significantly related to employee job switching and organizational dedication. Moreover, a number of researchers have showed positive relations between firm-level determiners of HRM management and organizational performance (Arthur, 1994; Delaney & Huselid 1996; Huselid, 1995; Huselid & Becker, 1994; Ichniowski, Shaw, & Prennushi, 1994; MacDuffie, 1995).

2.2 Recruitment and Selection Practices and Organizational Performance

Recruitment is a practice of alluring a group of high performing candidates so that the best of them can be selected (Kulik, 2004). Top companies in terms of achievement dedicate significant resources and force to establish best quality selection methods (Pfeffer, 1995). Selection is the way for an organization to prefer and select the person or persons from a selected list of applicants who meet the selection criteria better than others for the position offered, considering current environmental conditions. At a fundamental stage, all selection processes try to choose the candidates who have the maximum chance of meeting or exceeding the organization’s standards of performance. In this case, however, performance does not submit simply to quantity of output. Other objectives such as quantity of output, absenteeism, theft, employees’ satisfaction, and career development can be provided by selection (Ivancevich, 2004).

A common problem in recruitment and selection is poor planning of Human resource. Careful HR planning shows organization strategies into particular Human Resource Management policies and practices (Ashok, et al. 2010). The key objective of Human Resource planning is to find the accurate number of
people at the proper time with the precise skill, experience and capability in the right professions at the right outlay (Hussey, 1999, Breaugh & Starke, 2000).

One research study conducted by Katou and Budhwar (2006) on the Greek manufacturing companies found that recruitment and selection was absolutely positive relationship with all organizational performance variables, for example efficiency, effectiveness, innovation, and quality. Taher and Arefin (2000) mentioned in their study, the success of HRM is dependent on proper recruitment and selection of employees and executives of an organization. They also mentioned when an organization fails to select the right person in right place, it suffers as long as those persons stay in an organization. Whatever, the R&S process provides closely to the quality of service of the concerned organization. Terpstra and Rozell’s (1993) investigated on The Relationship of Staffing Practices to Organizational Level Measures of Performance. They found a remarkable and positive relation between extensiveness of recruiting, selection and the use of regular and formal selection procedures and firm performance. An investigation by Marwat et al. (2006) has shown that there is a positive correlation (0.62) between selection practices and employees’ performance. Caldwell et al. (1990) conducted a study on 45 firms and found an accurate recruitment and selection procedures and a strong, obvious organizational value system are related with higher levels of employee commitment. A statistically significant relationship between organizational performance and recruitment and selection practices has found by the studies of Som (2008) and Khan (2010). Delaney and Huselid (1996) investigated on 590 for-profit and nonprofit firms in US. They found positive association between staffing selectivity and perceptual firm performance measures in the organizations. Many past studies have searched the relationship of specific Human Resource Management functions, specifically staffing practices to organizational performance. Yet, Terpstra & Rozell (1993) expressed their opinion that comparatively the contributions of recruitment and selection to organizational performance have not been researched much.

An investigation by Hossain (1992) showed that about 95% organizations use selection test for recruitment purpose and 59% organizations had special...
provision for recruiting women. Matubbar (2004) in his study found the employment methods of Small Scale Enterprises (SSEs) in Bangladesh are not scientific. Siddiquee (2003) examined and analyzed the current limitations and future challenges to human resource management in Bangladesh Civil Service. The researcher mentioned the Civil Service has been followed traditional policies and practices of human resource management. The Civil Service has lack of HR planning, unsuitable recruitment and selectin policy, discriminatory system of promotion, inconsistent postings and transfers, absence of any objective performance appraisal system and illogical reward structure. Kamruzzaman et al. (2007) carried out a study on Orion Infusion Limited (OIL) and found OIL adopts plan for recruiting and selecting the most talented and energetic professionals from the available candidates. An investigation conducted by Hasnat and Ali (2010) on the HR activities of HSBC Bank in Bangladesh and found HSBC has been followed modern tools and procedures for their employees and those were Four Step selection process, Diverse recruitment process, International market competitive compensations, Personal and organizational benefits and rewards, European standard training sessions, Performance metrics Organizational charts, Proficiency development program (PDP), Advanced HRIS (Human Resource Information System). Zafor (2010) investigated about HRM Practices on Bangladesh Centre for Communication Program (BCCP) and found BCCP has been followed OMR, which is a tool to support in planning the potential people needs. The recruitment and selection practice in BCCP, Bangladesh has been followed depending on the job category of the vacant position in four ways. Islam and Siengthai (2010) investigated on Dhaka Export Processing Zone about Human Resource Management Practices and Firm Performance. They found recruitment and selection, performance appraisal, training and development, compensation have a significant and positive impact on firm performance. Hence unionization had no relevant relationship with firm performance.

2.3 Training and Development Practices and Organizational Performance
Training provides pupils with the required knowledge and skill for their present profession (Fitzgerald, 1992). Really many people are employed in the
jobs without the complete knowledge and experience necessary to perform their assigned jobs. Hamblin (1974) noted that training is definite and compacts with development of performance in a specific job. It designs such program which purposely attempts to improve employees’ skill and ability in a job that is straightly job related. A little number of organizations does not emphasis on training needs to develop their employees. Some organizations assemble their training needs in an adhoc and chaotic way. The training program in these organizations is more or less unplanned and unsystematic. The top organizations properly considered their training needs, then formulate a plan about training activities in a normal way, and finally assist the result of training. Many organizations are appointing in a standard basis to train and develop their employees. Therefore organizations expect that all negative aspects and weakness of their employees can be overcome through a few months training (Chakraborty, 1996). Rogovsky et al. (2005) emphasizes that training should not only limited to job-skill alone, but also it should involve job-search skill.

A research study ‘Human Resource Management Practices and Firm Performance: The Moderating Roles of Strategies and Environmental Uncertainties’ carried out by Daud (2006). The study revealed that skills development has an association with involuntary employee turnover. Paul and Anantharaman (2004) found in their study that HRM practices as well as ‘career development’ have an impact and positive link with organizational commitment. Singh (2004) conducted a study ‘Impact of HR practices on perceived firm performance in India’ and showed that there has a significant association between training and perceived organizational and market performance. An empirical study by Katou (2008) found a link between HRM policies (which includes resourcing and development) and organizational performance. The study revealed that product quality, cost and innovation are moderately influenced by employee skills, attitudes and behavior. A research by Marwat et al. (2006) found a positive correlation (0.66) between employee’s performance and training. The National Organizations investigation in US on 590 for-profit and non-profit firms, which revealed, training has a positive association with perceptual firm operation measures (Delaney and Huselid, 1996). Khan (2010); Garcia (2005); Paul and
Anantharaman (2004) conducted individual three studies and the results of the studies revealed that training and development has a positive and significant association with job satisfaction, organizational promises and organizational performance. A paper titled ‘what we know about relationship between training and firm performance: A review of literature’ presented by Thang, D. and Buyens, N. (2008). They declared that training and development guide the employees towards more knowledge, skills, capacity, attitudes, and behavior pattern so as to eventually enhance exceptional financial and nonfinancial performance of the organizations. A total of 52 studies estimated the result of training on firm operation and offered stirring results of the relationship between them (Thang, N. N. et al., 2010). In many studies the researchers tried to detain the influence of training on organizational performance by discriminating types of training, types of organizations, organizational performance, using organizational level data from one or several sectors and different ways to measure performance.

Begum (1992) mentioned in her paper that the Business education for entrepreneurial training is unhappily poor and in result professional skill is extremely lacking in majority of the entrepreneurs. Huq (1993) conducted a research which highlights the strategies for human resource development adopted up to now in Bangladesh. An investigation about ‘BRAC’ in Bangladesh, conducted by Begum (1994), that showed the organization has followed four categories of core programs for human development, where it offered ‘training’ in professional skill development program. Their education and health program also helped the people to increase their standard of life. A study by Chakraboty (1996) mentioned that an organization may prefer either training or firing, so as to the last one is not cost and time effective for the employer and employee; most of the business oriented organizations choose training as an helpful tool for their employees development. Mamun (2002) investigated on nongovernment universities of Bangladesh and showed it weakness in performance of human resource development and management; customer focus and satisfaction. A study by Khanam and Shamsuddoha (2003) focused on the development of general work skills, personnel skills, and financial management for the socio-economic development of Bangladesh. Matubbar (2004) in his investigation on Small Scale Enterprises (SSEs) in
Bangladesh and found the poor practices of human resources management and it was due to the absence of non-professionalization of management. It also found that the employees’ skill level was very low. Quadir et al. (2006) surveyed on human resource practices in some selected enterprises in Bangladesh. The study was considered to analyze two factors; those were evaluating the training need and the factors in selecting trainers. The paper suggested some policy implications for the effective exercise of human resource management practices in Bangladesh. An investigation carried out by Ehsan (2008) on WPSA in Bangladesh and found career opportunities of employees’ were commonly restricted within a cadre whereas training had no association with career planning and no relation to other magnitudes of personnel management. A study carried out by Kamruzzaman et al. (2007) on Orion Infusion Limited (OIL) and found OIL offered training and development activities to build up its employees with future advancement and educated them through jobs skills. Nasrin (2007) in her study revealed that the performance of the banks is significantly influenced by development of human resources. Mahmud (2007) in his paper showed that SQUARE of Bangladesh had a systematic training program in home and abroad for the employees. Akhter et al. (2009) discovered in Bangladeshi business organizations and found that there are no still compulsory training programs on communication skill in any of the respondents’ business organizations. However, majority of the executives think there should be enforced training program on communication skills to develop the efficiency. Absar et al. (2010) found in his study that training and development has a positive influence on job satisfaction.

2.4 Promotion Practices and Organizational Performance
Dessler (2006: 358) in his book pointed that in general promotion indicates to improvement the positions of employee in order to increased responsibility.
Shahzad et al. (2008) researched on ‘Impact of HR Practices on Perceived Performance of University Teachers in Pakistan’ and found Promotion practices are significantly correlated with perceived performance of university teachers in Pakistan (0.56, .p<.01). A study was adopted on “universalistic model” of HRM by Katou and Budhwar (2006) and found Promotion is
positively related to organizational performance. A result of significant positive association between promotion practices and perceived employee performance established from the study by Teseema & Soeters (2006). HR outcomes were used in the study as mediating variable. Benefit of merit based promotion systems which were included in synergetic systems of HR practices guide to advanced performance of an organization (Park et al., 2003). Marwat et al. (2006) revealed that the HR practices of career planning have a positive relationship with employee’s performance. A study on private university teachers in Pakistan reflects that there is an correlation between promotion practices and performance of the teachers. Moreover, the promotion process is really crucial for HR practices in the higher education sector in Pakistan.. Gyensare & Asare (2012) conducted a study and found promotion practices were significantly correlated with employee performance in the psychiatry hospitals in Ghana.

Hossain (1992) conducted a research on Non-Profit Organizations in Bangladesh and found about 66% organizations surveyed had a promotion policy. Hossain and Rahaman (1995) surveyed a study which revealed salary, supervision, job security, recognition for good work and promotional opportunity of the employee’s are more important than participation in management, autonomy in work, working environment and good relations with colleagues for their overall job satisfaction. Nasrin (2007) in her study stayed that Promotion and Placement policies can enhance the profitability competence of the banks in Bangladesh.

2.5 Performance Appraisal Practices and Organizational Performance

“Performance management is the process so that employees’ activities and outputs can be ensured by the managers which contribute to the organization’s goals. This process need to identify what activities and outputs are desired, monitoring whether they occur, and providing feedback to help employees meet prospects” (Noe et al., 2004). Employee can enhance their productivity and commitment through Performance appraisal systems (Brown and Benson, 2003). If performance evaluation system can be practiced by an organization appropriately, that will raise productivity and efficiency, get better customer satisfaction and market share and increase employee commitment which is one
of the vital tools for an organization (Duchon, 2007). Dailey and Kirk (1992) stated in their research paper, performance appraisal and planning systems did not accepted successfully which effected their sensitivities of unfairness and they were assumed to leave the organization.

Shahzad et al. (2008) researched ‘Impact of HR Practices on Perceived Performance of University Teachers in Pakistan’ and found the association between performance evaluation practices and teachers’ performance is quite weak (0.15, p< 0.01). Corresponding HRM practices like formal training and incentive pay can improve opportunity of performance appraisal and it guides to superior influence of productivity (Brown and Heywood, 2005). Paul and Anantharaman (2004) revealed in a study that development oriented appraisal which has included in human resources practices showed a remarkable positive association with organizational commitment. An empirical study by Marwat et al. (2006) indicated positive correlation (0.47) between employees’ performance and Performance appraisal. One study by Khan (2010) titled ‘Effects of Human Resource Management Practices on Organizational Performance – An Empirical Study of Oil and Gas Industry in Pakistan’ found a positive coordination between performance appraisal and organizational performance.

One research study conducted by Hossain (1992) on Non- Profit Organizations in Bangladesh and found Job evaluation method for compensation purpose was available 67% organizations surveyed. Hossain and Ahmed (2002) surveyed on American Tobacco Company Limited (BATB) and found BATB used the mechanism of ‘Performance Appraisal and Career Enhancement (PACE)’ in TNA. Through this systematic mechanism the company rates the (a) overall performance, (b) competence profile, (c) development plan, and (d) future career of the employees. Mahmud (2007) investigated on HRM practices of SQUARE in Bangladesh and found the company evaluates the employee’s past performance; mainly for reward, promotion and development purpose. One study carried out by Ehsan (2008) on WPSA in Bangladesh and found the performance management system is out of date and subjective. Absar et al. (2010) on fifty manufacturing firms in Bangladesh and showed that performance appraisal have significant influence on organizational performance.
2.6 Compensation Practices and Organizational Performance

Employee’s compensation is together with any kind of financial matters and physical services and benefits that they receive as part of the employment relations (Milkovich and Newman, 1999). Dreher and Dougherty (2005) mention that compensation system which has an desired effective set plays a vital role in assuring firm performance. Reward is considered as Pay off for effective and efficient performance (Khan and Taher, 2009). Rahman et al. (2010) noted that a performance- based compensation management for all the employees can promote them towards efficient services.

An investigation about the ‘Relationship between Equity Based Compensation and Firm Performance’ by Frye (2004) found positive association between them. He stated that for human resource based organizations payment has a vital role in ‘attraction and keeping highly performed employees’. Shahzad et al. (2008) examined ‘Impact of HR Practices on Perceived Performance of University Teachers in Pakistan’ and found positive correlation (0.44**, p< .01) of Compensation Practices with teachers’ performance in Pakistani universities. A study conducted on ‘The Effect of Human Resource Management Practices on Firm Performance in Russia’ by Fey et al. (2000) reported in Russia where pay scale of both managers and non-managers were significantly related with performance. Huselid (1995) mentioned that compensation practice which is included in high performance work have a analytically remarkable association between employee results and corporate performance. Daud (2006) in his study on ‘Human Resource Management Practices and Firm Performance: The Moderating Roles of Strategies and Environmental Uncertainties’ and found performance-based pay has a relationship with profitability and growth. Som (2008) investigated about economic liberalization in India where he showed incentive compensation has a positive relationship to perceptual measures of organizational performance. It was also observed by the study compensation practices seem to be remarkably changing within the Indian firms surveyed. An experiment of Singh (2004) made out a significant association between the HR practices; especially compensation, and perceived organizational and market performance of the firm. Katou (2008) revealed in his study that compensation
systems that are involved in HRM policies linked with business tactics will impact organizational performance through HRM outcomes. Two research by Marwat et al. (2006) and Teseema & Soeters (2006) have found compensation practices are positively correlated with employee’s performance. Khan (2010) found positive correlation between compensation and rewards practices and organizational performance. A study is related to Human Resource practices and teacher performance that reflected compensation system has a direct and strong impact on teacher performance (http://www.questioninggod.org/effects-of-hr-practices-on-performance-of-university-teachers-a-survey-on-pakistani-private-universities.htm). Petrescu and Simmons (2008) showed in their study that performance-based payment and seniority-based incentive systems can higher employees’ job satisfaction. Park, Ofori-Dankwa & Bishop (1994); Trevor, Barry, & Boudreau (1997); Abeysekera (2007) found that salary increase had direct and obvious effect on employee turnover. Increase of high salary significantly reduced turnover for high performing employees.

A study by Hossain (1991) showed that several HRM factors such as wages, unfavorable attitudes of boss, lack of recognition for group work, poor working condition, lack of promotional opportunity, lack of training facilities and lack of job security were the most significant causes of low motivation. Hoque and Hossain (1992) mentioned in a study that wage is one of the most key causes of job dissatisfaction not the least important factors for job satisfaction at work. An investigation conducted on Private and Public sector bank in Bangladesh by Hossain and Miah (1992) that found salary has been considered as weaker source of job satisfaction and stronger cause of job dissatisfaction by both of the employees. Salary has been considered as the most vital cause of both job satisfaction and dissatisfaction (Hossain and Rahaman, 1995). Nasrin (2007) in her study revealed that salary per employee and job satisfaction has significant positive correlation with productivity and profitability.

2.7 Benefits and Services Practices and Organizational Performance
Employee benefits and services contain any benefits that the employee receives additionally to direct reward. The same meanings of word of benefits are fringes, service programs, employee benefits and hidden payroll (Aswathappa, 2009). Benefits and services nonetheless are not direct compensation since they are usually extended as a stipulation of employment and are indirectly related to performance (Werther and Davis, 1993). Mathis and Jackson (2004) mentioned that the companies served their employee or employees fringe benefit as an indirect reward, which influences performance and retention of employees.

A study on 178 Greek manufacturing firms conducted to find out the effect of human resource management policies on organizational performance and showed that incentive and benefit has positively associated to organizational performance (Katou and Budhwar, 2006). An investigation by Guest (2002) which found how Human Resource practices including ‘vacancies filled from within’ have been aassertively related to work satisfaction and life satisfaction and the results of correlation were respectively (0.24, P<0.001) and (0.15, P<0.001). A study conducted on Taiwanese high technology firms by Chang and Chen (2002) where they showed that HRM practices including benefits have been significantly affected to productivity.

One research conducted by Hossain (1992) on Non-Profit Organizations in Bangladesh and found about 69% organizations surveyed provided insurance coverage to their employees and 28% organizations don’t have any pension or provident fund. Hossain and Rahaman (1995) conducted a study and showed some factors have been the important causes of job dissatisfaction that were insufficient recreational facilities, poor working condition and working hours with others factors. An investigation on the SQUARE of Bangladesh carried out by Mahmud (2007) and found that to motivate the employees, along with salary and benefits the organization provides various facilities like free meals, free transportation, 24 hour medical center, on site sports, full time supply of safe drinking water, and adequate lighting and ventilation facilities from sheet. One study by Ehsan (2008) on WPSA in Bangladesh found that the employees do not receive any incentives currently in place that encourage initiative and award excellence. Appropriately managed bonuses can emphasize performance that will lead to achieve the goal by satisfying employees for
creating a specific contribution to the organization (Bonuses: How To Be Fair).

Human Resource Management and Organizational Performance of Production and Service firm

Managers and economists usually think that human resource management is an essential expenditure, somewhat like a resource of value to their organizations. Characteristically economic value is related to capital, equipment, technology, and facilities. However, research has established that HRM practices can be valuable (Cascio, 1991).

A Comparative Study by Islam (2004) conducted between Private and Public Sectors Textile Industry of Bangladesh that found workers of public sector textile mills have significantly higher absenteeism and higher accidents than their counterparts in the private sector. Hossain and Miah (1992) found significantly higher job satisfaction among the private sector Bank employees than the public sector bank employees. They also revealed that poor working condition is the important causes for job dissatisfaction of Public sector bank employees and both sector bank employees considered lack of promotional opportunities, poor salary, and poor job status as important causes for job dissatisfaction. A Comparative Study by Hossain and Matubbar (1995) mentioned that Job insecurity and bad working condition considered as important causes of low motivation by the private sector bank employees. On the other hand poor salary and lack of fair promotional opportunity had been considered as the major causes of low motivation by the both groups. One research study by Absar et al. (2010) on Manufacturing Firms in Bangladesh that found HR practices have remarkable relationship with job satisfaction. Significant differences are revealed in the study by Nasrin (2007) between selected private and public banks in recruitment and selection procedures, training and carrier development activities, motivational climate, morale and job satisfaction, performance appraisal system, productivity and profitability and managerial effectiveness. A comparative study on private and government sector industrial organizations of Bangladesh by Absar and Mahmood (2011) revealed that employees of the private sector organizations seems to be more satisfied than public sector organizations with their organizational HRM practices. One relative research study carried out by Raziq (2011) in Pakistani
SMEs by using data from 436 organizations on High performance management practices (HPMP) in manufacturing and service-based SMEs. The study found significant difference between two types of organizations considering the adoption of HPMP. Service-based SMEs have taken on more formal recruitment & selection, training, performance appraisal and compensation practices in comparison to manufacturing SMEs. On the other hand, consultation practices were found to be linked more with manufacturing SMEs than service-based SMEs. A comparative Study conducted by Talukder (2011) which revealed HR policies are negatively related with economic development whereas no relationship with organizational development in case of Oriental Ltd. On the other hand for Suvastu Ltd., HR policies are negatively related with organizational development but have no relationship with economic development. Likewise, HR process is negatively associated with economic development but positively associated with organizational development in case of Oriental Ltd. However HR processes have no relationship in case of Suvastu Ltd. both economic development and organizational development.

2.8 Job Satisfaction, Personal Factor, and Job Facet Perspectives

Hoppock (1935) indicated six major components of job satisfaction were: a). The way the individual reacts to unpleasant situation; b). The facility with which he adjusts himself to other persons; c). The relative status in the social and economic group with which he identifies himself; d). The nature of work in relation to the abilities, interests, and preparation of the work; e). Security; and f). Loyalty.

Jurgenson (1947) assessed the importance of several job factors on the basis of the responses obtained from approximately 4,000 aspirants. Nine factors emerged in the study, which were ranked in the following orders: a). job security, b). opportunity for advancement, c). type of work, d). pride in company, e). pay and co-workers, f). supervision, g). working hours, i). Working conditions, and j). benefits.

Worthy (1950) found that there were at least six factors, such as company in general, the local organization, local management, immediate supervision, co-workers, and working conditions, which comprised job satisfaction.
Grove and Kerr (1951) had concluded that ‘wages’ and ‘liking for work associates’ were the major components of job satisfaction.

Robinson and Hoppock, (1952) had gathered data from 191 studies for the percentage of job satisfaction and dissatisfaction among different occupational groups, which revealed significant higher percentage of job satisfaction than the percentage of job dissatisfaction (the median figures were 82% satisfied and 18% dissatisfied) among the employees.

Herzberg, et al., (1957) reviewed more than one hundred and fifty studies and listed various job aspects in ten different categories, each representing on-the-job components of job satisfaction. These job factors were as follows: intrinsic aspect of job, supervision, working conditions, wages, opportunity for advancement, security, company and management, social aspect of the job, communication, and benefits.

Zaleznik et al., (1958) found that the following six factors were accountable for various degrees of job satisfaction: a). intrinsic characteristics of his job, b). the extended features of his job, c). the supervisor, d). his associates at work, e).the company, and f). the union.

Siegel (1962) came to the conclusion on the basis of review of job satisfaction studies “conveniently group under two heading on the basis of their pertinence two factors (i) intrinsic or (ii) extrinsic to the job itself.” Factors intrinsic to the job included pay, job security, participation and personal recognition, hours and working conditions, and occupational status. Among the factors extrinsic to the job were perceptions about supervision, sex, age, level of intelligence, job experience or length of service and personal adjustment.

Harrell (1958) has given a list of the determinants of job satisfaction by grouping them into three factors: a) Personal factors: sex, age, number of dependents, time on job, intelligence, education and personality. b) Factors inherent in the job: type of work, skill required occupational status, geography, and size of the plant. and c) Factors controlled by the management: security, pay, fringe benefits, opportunity for advancement, working conditions, co-workers, responsibility, and supervision.

Ewen (1964) indicated that salary was sources of both satisfaction and dissatisfaction. It was also observed that work itself was a source of
satisfaction as opposed to the Herzberg's theory predicted but, prestige and recognition both cause satisfaction and dissatisfaction. He concluded that there was no justification for generalizing the Herzberg's results beyond the situation in which they obtained.

Wernimont (1966) conducted a research on engineers and accountants and reported that both the groups of the subjects endorsed more "intrinsic" than "extrinsic" items when both situations were described. Achievement, work itself, and responsibility were mentioned most often in describing past satisfying situations, and lack of achievement and recognition was most often mentioned in dissatisfying situation. He concluded that both intrinsic and extrinsic factors could be base of both satisfaction and dissatisfaction, but intrinsic factors were stronger in both the cases. So, satisfaction variables were not one way in their effects and expectation had a strong influence on the extent of job satisfaction with job facets.

Mills (1967) revealed that achievement, recognition, and responsibility (satisfier) were major contributors but competence of supervisors (dissatisfied) appeared to be a major contributor to dissatisfaction but not satisfaction. The study also revealed that extra pay, working condition, and advancement seemed strong sources of both satisfaction and dissatisfaction as perceived by the respondents. Thus, the study also partially supported the two-factor theory.

Mukherjee (1970) examined the extent of generality of job satisfaction across the different aspects of job. The study indicated three meaningful factors such as satisfaction with management, feeling of achievement, and sense of involvement from an analytical point of view. Under the first category, there were four factors such as satisfaction with supervision, salary, attitudes towards the management, and personal satisfaction with work. Under the second category there were three dimensions such as satisfaction with social and technical aspects, intrinsic self-actualization aspects, and recognition through advancement which were both hygiene and motivator factors. Factor three had identification with one's organization, concern with one's work, sense of duty, and responsibility and self-improvement with one's work.

Sinha and Agarwala (1971) indicated that workers who were satisfied tend to have better scores on adjustment than less satisfied respondents. They found positive correlation between satisfaction scores and different adjustment areas.
The study further indicated that age, education, income, and length of service were associated with job satisfaction. The study suggested that there was a strong tendency among the more educated workers to display greater dissatisfaction. It was also observed that respondent with better adjustment scores with home, social, and emotional areas tended to be more satisfied.

Singh and Pestonjee (1974) observed from a study on supervisory behavior and job satisfaction that supervisory behavior had a significant impact on job satisfaction. They suggested that employee centered supervision led to a higher satisfied work force as compared to production centered supervision, which was in line with "Human Relation" doctrine of management. The study also suggested that attach on the first line supervision enhances job satisfaction.

Malavia (1977) found a remarkable positive association between participation, and satisfaction and job effectiveness. The study also indicated that personal variables were correlated with participation.

Habibullah (1980) indicated that satisfaction with pay was significantly correlated with productivity. The study further indicated that there was a negative correlation between education and productivity. It was asserted that workers in general gave top priority on economic benefits. The study suggested giving recognition of employees as resourceful human being with emotion and sentiments rather than treating them as economic entities.

Tandon and Dhawan (1981) revealed that employees of different age groups exhibited different factors of job satisfaction such as white collar older employees' job satisfaction was influenced by opportunity to learn and training as challenge, while sense of desirable future was associated with younger white collar employees. The study also reported that white-collar employees' had a higher satisfaction than the blue-collar workers did on two of the five factors of job satisfaction. The study also suggested different strategies were needed to enhance the job satisfaction of younger blue-collar workers as compared to that of other employees.

Singhal and Srivastava (1982) found that the ways of improving job satisfaction as perceived by the teachers' were promotional opportunity, higher pay, and working condition as the first, second, and third important respectively. On the other hand, higher level bureaucratic personnel perceived
working condition, revised pay, and extreme line of procedure as the 1st, 2nd, and 3rd important ways for improving job satisfaction. While, middle level bureaucrat perceived promotion, working condition, and better pay as the 1st, 2nd and 3rd important aspects for their job satisfaction. The study also indicated that pay was more important at the lower level than the higher level, while promotion was perceived to be more important to the higher level than the lower level.

Mishra (1983) revealed that the employees of disturbed organization were more dissatisfied than the employees of a comparatively peaceful organization. The study further indicated that job security, participating in making decision, and management policy had a significant influence on the total job satisfaction. It was also observed that respondents were dissatisfied when they compared themselves with persons higher in organizational hierarchy, and were satisfied when they compared their overall job satisfaction with persons lower in organizational hierarchy.

Kumar (1984) indicated that out of 15 factors (both content and context) ten factors had shown the significant relationship with job satisfaction. Among these seven factors were job contexts and rest of the three were job content factors. The researcher concluded, ‘Employees look for those aspects of job which were related to their value system. The preference for a particular condition depends on the attainment or non-attainment of desired rewards (goals). If employees want money (a context factor) and get the same, they feel satisfied. If they want to develop psychologically, (a content related aspect), they feel satisfied with their jobs even with lesser pay and facilities. So, the presence of both (context and content factors) can satisfy the employees and absence of either can dissatisfy people. This is naturally expected as they both satisfy and dissatisfy different kinds of needs. Besides, the size and structure of organisation, in which a person is employed, also plays an important role in his job satisfaction.

Khandwalla and Jain (1984) indicated that lower level managers’ were more satisfied with personal growth and achievement needs, power needs, and altruistic needs. The study also indicated that some aspects of job satisfaction, particularly the personal growth and achievement seemed to be a higher contagion of job satisfaction stronger than others, such as opportunity to serve
the society and opportunity for promotion. They also indicated that management goals also tend to affect growth, power, and existence related to positive job satisfaction but interpersonal and altruistic need affect satisfaction negatively. Thus, it can be concluded that job satisfaction was not only a matter of the managers' personality or that of his job or position in the hierarchy etc.

Khaleque and Rahman (1984) investigated on 1560 workers from Jute, Tobacco, Food, and Chemical industries. The results of the study indicate that 86% of the workers were satisfied with their job and the rest 14% of them were not, and this difference signified highly. The results of the study showed that some factors such as good maintained relation with co-workers, duration of work, work environment, recognition for job well done, job security, and desired work were perceived by the workers to be more important than autonomy in work, job status, management policy, participation in management, and wage. The study indicated that personal factors such as age, experience, and marital status had remarkable influence on the overall job satisfaction of the subjects. The study further revealed that job related factors like job security, promotional opportunity, job status, work environment, recognition for good work, participation in management, autonomy in work, desired job, good relation with co-workers, and management policy significantly influence the total job satisfaction of the respondents. Khaleque and Chowdhury (1984) conducted a study on two tobacco companies’ managers (35 top and 51 bottom) and found that the top level managers had considered nature of the work as the most important factor and other important factors such as job status, appreciation for good work, job security, good relation with other employees, etc. for the job satisfaction. On the other hand, the bottom level managers had considered job security as the most important factor, and others important factors as perceived by them were good relation with other employees, appreciation for good work, nature of the work, etc. for their job satisfaction. The study indicated that both the groups assigned salary as one of the minimum important factors for their job satisfaction, and a stronger source of job dissatisfaction. The study also revealed that job-related factors were not one-way in their effects, rather they could be sources of both satisfaction and dissatisfaction. The study further indicated that some
particular aspects of the job, like job security, job status, recognition for good work, autonomy, management policies seemed to be the strongest sources of overall job satisfaction for both the top and bottom level managers. On the other hand, promotion, salary, good relation with other employees seems to be the weakest sources of job satisfaction, but rather stronger sources of job dissatisfaction. The important causes of job dissatisfaction as perceived by the top-level managers were corruption in management, poor work environment, monotony, lack of autonomy, and lack of promotion etc. On the other hand, bottom level managers perceived poor salary, lack of promotion, autonomy, lack of monotony etc. as the principal causes of their job dissatisfaction.

Khaleque and Wadud (1984) conducted a study on 100 supervisors who were selected from 4 jute mills in different local sector. The results of the study showed that 77% of the organizational supervisors were satisfied and the rest 23% of them were dissatisfied with their present job, and the difference was statistically significant. The study found that freedom in job, opportunities for promotions, good relation with co-workers, job security, recognition for good work, and open communication with boss etc. were considered as important sources of job satisfaction by the respondents. The study indicated that wage was assigned as one of the least important factors for their job satisfaction, and a stronger cause of job dissatisfaction by the respondents. The study further indicated that some of the specific job facets such as autonomy in work, promotional opportunity, relation with co-employees, job security, recognition for good performance, communication with higher authority, and job status had significant positive impact on the total job satisfaction of the respondents. The study reported that the important causes of job dissatisfaction as perceived by the respondents were lack of proper and fair treatment from management, poor wage, lack of independence in work, and absence of compatible working environment etc.

Hossain (1985) found that the teachers’ with higher paid, higher educated, and trained were more satisfied than those who were lower paid, less qualified, and non-trained. Satisfaction of the teachers’ did not differ by their age and length of experience. The female teaches’ were more satisfied than their male counterparts. The studies revealed that marital status had a remarkable influence on the overall job satisfaction of the respondents’ i.e. unmarried
teachers were more satisfied than the married teachers. The study further indicated that the subjects did not significantly differ in respect of their number of dependents.

Alam (1986) conduct a research on 200 female garment workers and found that, only 23% of the respondents were satisfied, 26% were neither satisfied nor dissatisfied, and the rest 51% were dissatisfied with their present jobs. The study also reveals that the respondents pointed out seven factors contributing to their job satisfaction, such as economic importance of the present job, absence of better/similar alternative job opportunities, the work itself, interpersonal relations with peers, achievement, possibility of growth, and advancement. The study further reveals that, the respondents pointed out eight factors contributing to their job dissatisfaction, such as low job security, low level of wages, personal life, company policy and administration, no chance of advancement, absence of recognition, no possibility of growth, and working conditions. The study found that most of the respondents take up jobs for economic reasons, they were not provided with reasonable job security, they were very low paid as compared to males, there was limited scope for job mobility, and they were not psychologically ready to take up jobs outside the home, etc.

Soloman (1986) examined the job characteristics and organizational climate of private and public sector employees. The hypotheses tested were that i). performance based reward, ii). policies that promote private organizations, and iii). the higher level of satisfaction. Managers in private sector would express these. The results indicated the significant main effects for sectors of ownership providing strong support for the three hypotheses of the study. The largest difference between the two sectors was in the area of reward system. Rewards of private sector organizations were contingent on performance. Private sector respondents expressed their higher satisfaction with the reward-based performance than their counterparts in public sector. Conversely, rewards represented the area of great dissatisfaction among service organizations in public sector. The results of the study provided a support for the second hypothesis, predicting that policies providing efficiency would be more prevalent in private sector organizations than the public sector organizations. Deficiencies were indeed significant in all areas, including
importance of methods, task clarity, task autonomy, significance, and reward orientation. But, no difference was found between the private and public sector managers with regard to perceived level of participation in task variety and development. Private sector managers in this study reported significantly higher satisfaction than the public sector managers’, which was in line with third hypothesis. The study suggested the need for restructuring reward system, applying goal setting and job redesign-enrichment methods as means of increasing satisfaction in public sector employees.

Sayeed (1988) examined the five facets of job satisfaction along with assessment of workers' attitudes towards their own organization by the Workers Opinion Survey (Cross, 1973). The study revealed that with regard to the relationship between job facets and organization as a whole, satisfaction with co-workers and satisfaction with promotion contributed to the extent of 60% (p < .001) and 38% (p < .05) respectively. The study further indicated that relation with co-workers had been perceived as the most significant aspect for job satisfaction followed by job itself, immediate supervisor, opportunity for promotion, and pay. Satisfaction with pay has been assigned as least important aspect for job satisfaction, which was in agreement with the Herzberg's two-factor theory.

Singh and Kumari (1988) found that need strength was assertively related with job satisfaction and performance. The study also indicated a positive relationship between intrinsic motivator and job satisfaction, but no association was found between performance and absenteeism. The study also showed a positive impact of job involvement on job satisfaction, but job involvement did not report any impact on performance and absenteeism.

Begum (1988) conducted a research on job satisfaction of the Rajshahi Jute Mills workers and found that most of the respondents were dissatisfied with their job. The study indicated that the causes of higher dissatisfaction were poor wage, lack of training facility, poor working condition, lack of promotion, lack of recognition for good work, and lack of residential facility.

Ahuja (1989) conducted a study on technocrats in India and found that technocrats were satisfied with their job. He indicated that adequate earnings had been given the first rank by the respondents for their overall job satisfaction followed by job security, fringe benefits, opportunity for
advancement, congenial working condition, suitable type of work, working hours, good and sympathetic supervision, and opportunity for learning the job. It was also observed that job satisfaction increased with the increase of age, and emolument also had a positive influence on job satisfaction. The study also indicated that extrinsic factors such as attitudes of associates, policies of management, social status, job security, wage, medical care, promotional opportunity, upward mobility, and reward were more satisfying than job intrinsic factors.

Wadud (1989) indicated that there was a remarkable assertive correlation between job satisfaction and life satisfaction. But, there was no significant difference of job satisfaction between the higher and lower level respondents. Singh and Pestonjee (1990) conducted a study on the 500 bank employees (250 officers and 250 clerks) of a nationalized bank in Western India. The findings of the study were (a) there was a remarkable difference between the mean score of overall job satisfaction of clerks and officers. Occupational level did not seem to have a remarkable impact on job satisfaction in management area, off-the-job area, and overall job satisfaction; (b) occupational level had a significant impact on job satisfaction of both the categories of bank employees. Clerical cadres were more satisfied in job area, social relations area, and on-the-job area in comparison to officer cadres in terms of job satisfaction; (c) job satisfaction was influenced by job involvement of bank employees; (d) the greater the sense of participation, the greater was the job satisfaction; and (e) job involvement and participation both enhanced job satisfaction of bank employees.

Pestonjee (1991) found 14 factors as sources of job satisfaction such as: recognition, achievement, possibility of growth, advancement, salary, interpersonal relations with others (such as superiors, subordinates, peers), supervision-technical, responsibility, company policy and administration, working conditions, work itself, factors in personal life, status, and job security.

Sharma and Bhaskar (1991) indicated that experience, recognition, and appreciation were the important determinants of job satisfaction as perceived by the respondents. The study further indicated that between the personal and organizational factors, the latter played a more decisive role in producing the
feeling of job satisfaction with one's work experience than the former. As to the organizational factors were large extents under the control of management, it should be possible for an organization to manipulate those factors in such a way so as to improve the status of job satisfaction and reduce dissatisfaction. Closer examinations of the three critical determinants of job satisfaction showed that they belonged to the category of Herzberg's motivators and that none of the hygiene factor had emerged as satisfier, (Herzberg et al., 1957).

Mathew (1992) found that area of activities such as decision making, interaction, mental activity, supervision, man-machine-control, training, planing, specific academic, sales promotion, and selection-recruitment were significantly related with work satisfaction. The study indicated that clerical activity was negatively related to satisfaction with work. The study also concluded that reality of managers' work had a significant impact on satisfaction. Managers' satisfaction with job was determined by what managers really did at their job.

Khaleque et al., (1992) found that a significant number of industrial workers were satisfied with their job. They indicated a remarkable assertive influence of job satisfaction on performance and mental health of the industrial workers. Haque (1992) conducted a research on perceived quality of working life and job satisfaction of jute industrial workers (200) and reported that there was no significant impact of age, experience, and education on the job satisfaction of the industrial workers. The study also indicated that i) majority of the respondents (66.5%) had job satisfaction, and rest of the 33.5% had job dissatisfaction, ii). QWL was positively correlated with job satisfaction and record of production, iii). job satisfaction was positively correlated with performance, and iv). accident and absenteeism were positively correlated.

Hoque and Hossain (1992) conducted a study on 900 industrial workers and found that the mean age and experience of the respondents were about 35 and 15 years respectively. They also found that 76.77% respondents were satisfied with their present job and 23.33% were dissatisfied, and this difference was analytically remarkable (p<.001). The study indicated that job security, good relations with co-workers, supervision, recognizing for good work, and work environment were rated as crucial than wage, promotional opportunity, autonomy in work, participation in decision making, and open communication
with the boss for the overall job satisfaction. The results also showed that some personal factors such as age, experience, education, mental health, and skill had significant assertive impact on overall job satisfaction. The important reasons of job dissatisfaction as achieved by the respondents were poor wage, poor working condition, unfavorable nature of work, poor supervision, lack of promotional opportunity, lack of job security, and lack of fear therapy from the management. The study however maintained that wages was one of the least required factors of job satisfaction, but the most important reason of job dissatisfaction at work.

Hossain (1992) investigated on 40 workers and 20 supervisors of private enterprise and the results reveal that job satisfaction scores of the workers were higher than that of the supervisors and authorised absence is significantly higher for the low satisfied workers than that of the high satisfied workers. The study indicated that the performance of the high satisfied group was significantly higher than that of the low satisfied group and job satisfaction had significant influence on the rate of accidents and absences i.e. rate of accidents and absences were significantly higher among the low satisfied subjects than that of the high satisfied subjects. Demographic and socio-economic variables like age, experience, and marital status do not show any significant impact on overall job satisfaction, but education and income have significant influence on it. The study further revealed that the mean total job satisfaction score was remarkably higher for those who were satisfied with the specific job related factors, except wage and recognition for good work. The study found that the most important reason of job dissatisfaction as determined by the workers were poor salary, job insecurity, lack of modern machines, lack of promotional opportunities, etc. On the other hand, the most crucial causes of job dissatisfaction as determined by the supervisors were job insecurity, poor salary, unfavorable attitude of boss, lack of recognition for good work, and lack of promotional opportunity.

Hossain and Miah (1992) conducted a comparative study on private and public employees – 50 for each group and found that the mean age, experience and income of the respondents were about 32.97 years, 5.30 years and TK. 6,250 respectively. They also found that 85% of the subjects were satisfied and the rest were dissatisfied. The study revealed that job satisfaction had remarkable
assertive influence on performance, and personal factors such as age, experience, income, and education have influence on job satisfaction. The study further indicated that job security, participation in decisions, open communication with boss, and autonomy in work had been considered as the important reasons of job satisfaction by the private sector bank employees. On the other hand, promotional opportunities, job security, application of sound management principles, and job status had been considered as the important causes of job satisfaction by the public sector bank employees. The study also found that the reasons of job dissatisfaction as determined by the private sector bank employees were promotional opportunity, job insecurity, poor salary, and job status, etc. On the other hand, public sector employees considered lack of promotional opportunity, poor salary, job status, poor working condition, and poor management, etc. as important factors for job dissatisfaction. Both the groups had considered salary as weaker source of job satisfaction and stronger source of job dissatisfaction.

Khaleque and Sarker (1992) found that the workers with relatively longer job experience have significantly greater job dissatisfaction, poorer quality of working life and more health problems than those of the workers with shorter job experience. The study further revealed that significantly greater number of the respondents were dissatisfied with their job security, wage, management policy, autonomy in work, nature of the job and participation in management. However, majority of the workers were satisfied with their relations with fellow-workers, work environment, family life and social life. The study further revealed the most important reason of job dissatisfaction as determined by the workers were job insecurity, poor wages, no scope for promotion, irregular overtime payment, irregular payment of wages, misconduct of management, and less vacation.

Rahman (1994) found that 93% of the garment supervisors were satisfied with their job and the rest were dissatisfied. The results of the study indicated that open communication with boss, job security, proper supervision, recognition for good work, good relation with coworkers were considered more important for their job satisfaction than job status, salary, working environment, and autonomy in work by the respondents. The study further indicated that some of the personal factors such as education, income, and sex had remarkable
impact on the total job satisfaction of the subjects. The study also revealed that job satisfaction had significant influence on overall performance. The results further revealed that poor salary, lack of bonus facility, lack of recreational facilities, lack of promotional opportunity, and poor working condition were the major important reasons of dissatisfaction as determined by the respondents.

Rahman and Banu (1994) conducted a comparative study on 76 industrial employees, 38 from public and private sector organizations. Among them 46 were workers and 30 supervisors. The mean age and experience of the respondents were about 34 and 36 years respectively. About 33% of the respondents had primary education, and the rest 55%, and 12% had secondary and higher secondary level of education. The study revealed that the respondents' satisfaction with regard to pay, promotional opportunities, and co-workers were higher among the supervisors in the government sector and were lower among the workers in the private sector. However, their satisfaction with work was the highest for the supervisors in the public sector, but lowest for the supervisors in the private sector. The study further indicated that the respondents' satisfaction with supervision differed significantly only by their categories, the category of employee and type of enterprise each had independent effects on their life satisfaction. The study also revealed that life satisfaction was significantly and positively correlated with each of the five job facets such as work, pay, supervision, promotional opportunities, co-workers as well as the educational level of the respondents. The results showed that life satisfaction had the highest correlation with satisfaction in pay and lowest correlation with the respondents' educational level.

Hossain and Rahman (1995) conducted a study on job satisfaction of working women (75 teachers, 30 physicians, 85 bankers, and 60 nurses) and found that all the categories of subjects were dissatisfied with almost ten job factors, such as promotion, salary, relation with boss, recognition, relation with colleagues, job security, autonomy in work, working environment, responsibility, and participation. The study further revealed that physicians were more dissatisfied with pay, promotion, and recognition than any other groups. Nurses were more dissatisfied with recognition, and working environment, while bankers felt more responsible than what they could shoulder. Moreover all the categories
of subjects were more dissatisfied with recognition for achievement than any other job facets. The study further indicated that all job related factors were not equally important and also varied with the types of occupations, such as teachers had considered working environment as the most important factor, and responsibility as the minimum important for their overall job satisfaction, while physician had considered promotional opportunity the maximum important factor; and responsibility as the least, bankers had ranked recognition as the most important factor, and job security as the least; and nurses had assigned working condition as the most important factor, and participation as the least priorities factor for their overall job satisfaction. Salary was perceived as one of the least important factors for in total job satisfaction of the subjects.

Hossain and Rahman (1995) in a study on 150 garment workers in Narayanganj found that significantly higher percentage (85%) of the respondents were satisfied with their present job. Satisfaction variable were not one directional in their effect, they could be reasons of both satisfaction and dissatisfaction. Salary has been perceived as one of the least important cause of satisfaction but a stronger source of dissatisfaction. There was no significant impact of personal factors on the total job satisfaction except of experience. The study further reported that job satisfaction had analytical impact on performance, but negative relation between job satisfaction and absenteeism, and accident. The study also reported that significantly higher percentage of respondents were seen to be dissatisfied with their present salary, job security, promotional opportunity, job status, and recognition for good work, while, most of the respondents were satisfied with their supervisors' behaviour, relation with colleagues, and open communication. The important causes of job dissatisfaction were poor salary, job insecurity, lack of bonus facility, lack of promotional opportunity, insufficient recreational facilities, poor working condition, and long working hours.

Haque (1995) conducted a research on 102 mid-level managers of jute and textile industries and it was analyzed that job satisfaction was related with salary and education ($r = 0.30, 0.21$ respectively). It was also observed that satisfaction was correlated with age and experience ($r = -0.21, -0.45$ respectively) of the subjects. It was also observed that a positive correlation
existed between salary and education ($r = 0.25$). The study indicated that job satisfaction was highest for the managers having salary range from TK.7001-22500, and medium and lowest for the range from TK.5001-7000 and TK.3020-5000 respectively.

Hossain (1995) conducted a research on job satisfaction of commercial bank employees in Bangladesh and indicated that: i). there was a significant positive correlation between job satisfaction and performance, but there were significant negative correlations between job satisfaction and job stress, and propensity to quit the job; ii). propensity to quit the job (turnover) was significantly higher among the non-executives than the executives; iii). among the independent variables (age, experience, income, education, and job satisfaction) job satisfaction had the highest contribution to performance (i.e. dependent variable); iv). between the personal and the organizational factors, the latter played a more decisive role in producing job satisfaction than the former; v). Job related variables were not one directional in their effects instead they could be sources of both the satisfaction and dissatisfaction; vi). the study partially supported the two-factor theory of Herzberg; vii). the common problems as perceived by all the categories of subjects were heavy work load (which was more true for the non-executives of private sector bank), lack of autonomy (which was more true for the executives of private sector bank), and lack of recognition for good work (which was perceived more by the non-executives of public sector bank); viii). major causes of dissatisfaction as perceived by the subjects were poor salary, lack of fair promotional prospect and lack of job status; and ix). private sector bank employees were suffering from more job insecurity than the public sector bank employees. While, public sector bank employees were more dissatisfied with their poor working condition and lack of incentive bonus as compared to the private sector bank employees.

Hossain (1995a) conducted a research on job satisfaction and job behaviour of garment workers and found that: i). a significantly higher percentage of the respondents were satisfied with their present job; ii). there was relatively a greater influence of job related factors on the total job satisfaction of the respondents; iii). satisfaction variables were not unidirectional in their effect, they might be reason of both satisfaction and dissatisfaction; iv). any precious
aspect of job may be more important for job satisfaction but, less important for job dissatisfaction, and vice versa; v). salary was the most important cause of both the satisfaction and dissatisfaction to the respondents; vi). the extrinsic factors such as salary, job security, and promotional opportunity were more important than the intrinsic factors such as autonomy, participation in decision making, and job status for the garment workers; vii). there was a significant assertive relation between job satisfaction and performance, and negative correlations between job satisfaction and absenteeism and accident; viii). significantly higher number of garment workers were dissatisfied with their present salary, job security, promotional opportunity, job status, and recognition for good work; while, most of the respondents were satisfied with supervisors' behaviour, relation with colleagues, and open communication with boss; ix). personal factors for example experience, income, and sex showed significant impact on the overall job satisfaction of the subjects; and x). the major causes of dissatisfaction as perceived by the respondents were poor salary, job insecurity, lack of bonus facility, lack of promotional opportunity, poor working condition, and long working hours.

Hossain (1995-96) conducted a research on private and public sector industrial workers (60 from private and 60 from public) and found that significantly high number of the subjects in the both groups were dissatisfied with their present pay, job status, and recognition for good work. The study reveals that private sector workers were significantly more satisfied with this pay, working conditions, and recognition for good work than their counterparts in the public sectors, while, government sector workers were more satisfied with their job security, facility for open communication, promotional prospects, independence in work, and proper participation in decision making. The study further indicated that public sector workers were in a better position in terms of their satisfaction with different job factors than their private sector counterparts. It was also observed that, propensity to quit the job and job stress were significantly higher among the private sector workers than those of the public sector workers. The study found that the major reasons of job dissatisfaction as decided by the private sector workers were job insecurity, poor salary, lack of fringe benefits, and lack of promotional opportunity. On the other hand the public sector workers were dissatisfied with this poor
salary, poor working condition, lack of promotional opportunity, misbehavior of boss, and lack of fringe benefits, etc.

Hossain (1997) in his study on workers of a sanitary ware factory found that performance and health were assertively related with job satisfaction and negatively associated with fatigue. Fatigue was also negatively correlated with mental health and performance. The study also found that stress was positively correlated with fatigue, and mental health was positively correlated with performance. The results of the study clearly indicate that those are significant correlation of job satisfaction, fatigue, and mental health on human performance.

Joshi and Sharma (1997) conducted a study on a sample of 124 managers from different levels in a private sector organization located in Gujarat. The study found that all the 15 job and organization related variables (such as scope for advancement, grievance handling, monetary benefits, participative management, objective and rationality, recognition and appreciation, training, welfare facilities, support and warmth, communication, top management commitment, resourcing and recruiting, career planning, performance appraisal, and job content) were positively and significantly related to managerial job satisfaction. The study further revealed only two variables, i.e. job content and training to be the best predictors of job satisfaction.

Nazir (1998) in his study on 245 clerks of a private bank (in Srinagar of India) found that 76% of the respondents were satisfied with their job, and the rest 24% of them were dissatisfied. The important reasons of job satisfaction as decided by the respondents were duration of work, nature of work, relation with co-workers, recognition for good performance, working condition etc. Adequate earnings were assigned as one of the least important factors for job satisfaction, but second stronger source of job dissatisfaction by the respondents. The employees perceived various job factors as reason of satisfaction and dissatisfaction which nullify the unidirectionality of factors as proposed by Herzberg et al. Job related facets such as duration of work, nature of work, relation with co-workers, recognition for good performance, comfortable working condition, adequate earnings, responsibility, job security, promotional opportunity etc. had shown significant effects on the total job satisfaction. It was also observed that except income and level of education, no
other background variables such as age, number of dependents, and marital status were found to be associated with the total job satisfaction. The major important reasons of job dissatisfaction as determined by the bank clerks were long working hours, inadequate earnings, lack of sound management policy, lack of opportunity for ability utilization, and lack of recognition.

Sinha (1998) found that job satisfaction of an employee was related to an individual's expectation of different characteristics of the job and perception of how much was attained. Greater the discrepancy between the two would be the higher dissatisfaction. The aspiration varies for various reasons—from individuals to individuals, and within the same individual at different times. Age, education, length of service, and job level may be associated with higher aspiration leading to satisfaction or dissatisfaction. He indicated that the discrepancy between aspiration and perception was much higher among the dissatisfied employees with regard to prestige, income, promotion, interesting job, and work environment was concerned. He also found that for the officers — prestige, power, and autonomy (all non-economic rewards) was more important; whereas, economic rewards like — income, security, and promotion were important for both clerks and subordinate staff. Thus, security, income, promotional opportunity, prestige, autonomy, and work-environment were important factors in determining job satisfaction. But, recognition, power, leadership opportunity, social contract, and fringe benefits did not appear to have significant relationship with job satisfaction. The dissatisfied group differed in mean discrepancy scores related to different job characteristics. Mean discrepancy was much higher among the dissatisfied so far prestige, income, promotion, interesting job, and work environment were concerned. He also found that a). The employees in private sector banks were more satisfied with their job than their counterparts in the public sector banks, b). There was negative correlation between the size of the banks and to job satisfaction, i.e. the employees of the smaller banks were more satisfied than their counterparts in the larger banks.

Hossain (1998) in a study on Hybrid Automated Manufacturing Industrial workers of Bangladesh found that average age, and experience of the workers were 32.67 years, and 10 years respectively. The educational qualification of the subjects varied from primary to higher secondary levels. The study found
that performance was positively related with job satisfaction and mental health of the respondents.

Rahman and Islam (1998) conducted a research on job satisfaction and job behaviour of textile workers and found that: i) the mean age, education, income, and experience of the respondents were 34.83 years, five years of schooling, TK. 1800, and 11 years respectively. ii) a significantly higher percentage of the respondents were satisfied with their present job; iii) working hours, overtime benefits, salary, fringe benefits, job security, acknowledgement for good work, promotional opportunity, and good relation with colleagues were more important than working environment, management policy, job status, autonomy in work, participation in management, and open communication with boss for their overall job satisfaction; iv) there was no significant influence of personal issues such as age, experience, marital status, income, education and skill on overall job satisfaction; v) salary was the most important cause of both the satisfaction and dissatisfaction to the respondents; vi) there was a significant positive relation between job satisfaction and performance, and negative correlations between job satisfaction and absenteeism and accident; vii) significantly higher number of textile workers were dissatisfied with their present salary, promotional opportunity, and working environment; while, most of the respondents were satisfied with their job status and job security; and viii) the major causes of dissatisfaction as perceived by the respondents were poor salary, lack of promotional opportunity, job insecurity, increment system, poor working environment, and lack of fringe benefits.

Rahman and Miah (1998) conducted a research on 200 primary school teachers (150 from public and 50 from private) from 50 different schools of five divisions. They found that mean age, income, and experience of the respondents were 38.38 years, TK.2962.5, and 16 years respectively. The results revealed that significantly higher numbers (90%) of the subjects were satisfied with their job than those who were not satisfied with it. Job satisfaction has a remarkable influence on performance. Personal factors such as age, experience, income, sex, and education have influence on job satisfaction. Job satisfaction scores of the public sector school teachers were significantly higher than those of the private sector school teachers. The study
also reveals that job security, salary, proper supervision, recognition for good work, and working environment have been considered to be important causes of job satisfaction by the private sector school teachers. On the other hand, good relation with colleagues, recognition for good work, open communication with higher authority, and proper supervision have been considered to be important causes of job satisfaction by the public sector school teachers. The study further reveals that, the important reasons of job dissatisfaction as decided by the private sector school teachers were job insecurity, poor salary, and unfavorable attitude of the managing committee, while, public sector school teachers considered poor salary, preparing voter list, investigation of sanitation and child education, possibility of transfer, and poor working condition to be important causes of job satisfaction.

Rahman and Hossain (1998) indicated that mean age, education, income, and experience of the respondents were 39.33 years, 5 years of schooling, TK.1,728.4, and 16.17 years respectively. The results revealed that the majority of the respondents had lower QWL (Quality of Working Life) and QWL had significant positive impact on performance, but negative impact on absenteeism.

Hossain and Islam (1999) in their study of quality of working life and job satisfaction of nurses (63) of government hospitals found that the mean age, income, and experience of the respondents were 32-42 years, TK. 5,000, and 11 years respectively. They indicated that job satisfaction differed according to size of organizations and time of shifts i.e. job satisfaction was significantly higher among the nurses of small organizations than the nurses of large organizations, and the nurses of morning shift than the nurses of any other shift. The study indicated that there were significant positive correlations between age and experience, age and income, experience and income, and job satisfaction with performance. The study also revealed that problems faced by the morning shift nurses were presence of more patients, to handle more visitors, and longer round by the doctors. On the other hand, afternoon and night shift nurses faced more security problem than the nurses of morning shift.

Hossain (1999) studied on 440 commercial bank executives and non-executives from both the private and government sectors and found that
commercial bank executives in general were dissatisfied with their pay, working condition, opportunity to communicate with higher authority, promotional opportunity, job status, and recognition for good work. However, majority of the subjects was satisfied with their job security and good behaviour of boss. The results indicated that remarkably greater number of the subjects of private sector bank were dissatisfied with their job security and job status as compared to public sector bank, while, the number dissatisfied with working condition was remarkably higher among the subjects with the public sector bank employees than the private sector bank employees. The results indicated that non-executive were significantly more dissatisfied with pay and promotional aspects in comparison to the executives. The results further indicated that the job related problems faced by the public sector bank employees were external pressure, heavy workload, union pressure, lack of autonomy, and lack of recognition, while, the major problems faced by the private sector bank executive were lack of autonomy, heavy workload, external pressure, and non-cooperation from others. On the other hand, the perceived problems of the public sector non-executives were autonomy in work, excessive workload, external pressure, lack of recognition for good work, non-cooperation from others, and misbehavior of boss. But the important problems faced by the non-executives of private sector bank were autonomy in work, heavy workload, misbehavior of boss, and lack of training facility. The major reasons of dissatisfaction as decided by the public sector bank executives were lack of fair promotional opportunity, poor salary, lack of job status, lack of incentive bonus, and poor working condition, while, major reasons of dissatisfaction as perceived by the private sector bank executives were lack of fair promotional opportunity, poor salary, insufficiency of job security, and insufficiency of job status. On the other hand, the major reasons of dissatisfaction as perceived by the public sector bank non-executives were lack of fair promotional prospects, poor salary, lack of job status, lack of incentive bonus, and poor working condition. The major reasons of dissatisfaction as decided by the private sector bank executives were lack of fair promotional prospects, poor salary, insufficiency of job security, and insufficiency of job status.
Hoque and Rahman (1999) on a comparative study on private and public sectors textile workers of Bangladesh and found that a) their mean age, experience, and income were 34.5 years, average 9.58 years, and TK.2251 respectively, b) 57% of the respondents were primary educated and 96% were married, c) workers of public sector textile mills have significantly higher absenteeism than their counterparts in the private sector, d) workers of public sector textile mills perceived significantly less job satisfaction than their counterparts in the private sector, e) absenteeism has significant negative correlation with job satisfaction and positive correlation with accident, and f) absenteeism differs significantly according to experience and income of the workers.

Hossain (2000) suggested that job satisfaction had a marked positive relation with performance, but significant negative correlations with job stress and propensity to quit the job. Job satisfaction had the highest positive contribution to performance. He found bank employees perceived their job as highly stressful irrespective of their rank and status in the organization. He also indicated that banking employees of Bangladesh were highly dissatisfied with their salary, lack of fair promotional opportunity, low job status, and absence of recognition for good work.

Khoda and Banu (2000) found no significant difference in mean job satisfaction score of lower and higher educated employees but, mean job satisfaction score of the longer experienced employees was significantly higher than that of the shorter experienced employees.

2.9 Job Satisfaction and Age

Research findings on the correlation between age and job satisfaction are not consistent. Some studies revealed positive association between age and job satisfaction (Trier, 1954; Porter et al., 1974; and Nicholsom et al., 1976; Khaleque and Rahman1984) On the other hand, some studies showed negative relationship between age and job satisfaction (Morse, 1953). But some other studies suggested no relationship between age and job satisfaction (Kornhaiser and Sharp, 1932; Haque, 1992).

Benge and Capwell, (1947); Hoppock, (1960); and Super, (1939) found in a number of studies that job satisfaction increased with age. Hoppock (1935)
found this trend of job satisfaction among the teachers. In another study (1960) he found a positive association (0.21) between age and satisfaction. These studies suggested that job satisfaction tends to increase with age. Morse (1953) also found that higher job satisfaction as function of age. Kornhauser and Sharp (1932) reported a little relationship between age and job satisfaction. On the other hand Sinha et al., (1962) found a negative realationship between age and job satisfaction. The workers below 35 years were significantly more satisfied than those of the older workers. Natraj and Hafees (1955) also found similar trend. Sinha and Nair (1965) in another study reported that older workers tended to show greater satisfaction although the difference was statistically insignificant.

Herzberg, et al. (1957) suggested that the correlation between age and job satisfaction exhibited a ‘U’-shaped curve--that morale starts off high for the youthful employee immediately after employment, drops sharply after the first few years until the late twenties and starts to rise again for the remainder of the workers' life.

Basu and Pestonjee (1974) found a 'U' type association between age and job satisfaction. It was further pointed out that motivators were more potent than hygiene factors in creating the feeling of satisfaction and dissatisfaction. Herzberg’s two-factor theory was found to be universally applicable. Rather, the sample size mainly falls under the healthy motivator categories.

Sinha (1998) indicated that the bank employees belonging to younger age group were greatly dissatisfied, but as they continue in their job, their satisfaction with work increased and there was a continuous increase in job satisfaction with increase to age, i.e. older aged bank employees were more satisfied than those of the younger employees.

Some recent studies also found high job satisfaction in the high age group. e.g. Khaleque and Rahman, (1984); Hossain and Islam, (1999); Hossain and Miah, (1992); and Hossain, (1995) etc.

2.10 Job Satisfaction and Education

The relationship between education and job satisfaction is not proved consistent by any empirical research. Some studies revealed assertive association between education and job satisfaction (e.g. Lawrence, 1972;
Arvey and Dewhirst, 1979). On the other hand, some studies did not showed any positive relationships between education and job satisfaction (e.g. Haque, 1992). But, some other studies reported negative correlation between education and job satisfaction (e.g. Carrell and Elbert, 1974; Campbell et al., 1976; Hossain and Miah, 1992).

Sinha (1998) found that the level of education had negative association with job satisfaction. The negative association tends to be more intensified when academic credential and lower job level get associated i.e. there was an inverse relationship between educational level and job satisfaction.

Khoda and Banu (2000) found no significant difference in mean job satisfaction score of lower and higher educated employees.

2.11 Job Satisfaction and the Job Level

One of the most frequently studied correlates of job satisfaction has been the job level of the employees. The findings have generally suggested a positive relationship between the level or status of the worker’s job and his job satisfaction (Uhrdrock, 1934; Hoppock, 1935; Kornhauser, 1964; Moese, 1953 etc.).

Porter (1962) also reported that lower level employees were, in general, more dissatisfied than the higher level employees.

Ganguli (1964) reported one-half of the supervisory staff to be satisfied, whereas only 5% of them were dissatisfied. The percentage of dissatisfied employees in non-supervisory cadre was comparatively high. Harigopal and Chattopadhyay (1969) also found a significant difference in job satisfaction of managers and workers, the former getting a higher score.

Porter and Lawler (1965) found that job satisfaction was influenced positively by the levels of occupational hierarchy.

Fournet, et al., (1966) reviewed a vast amount of literature and found that top level employees were more satisfied than those of the bottom level employees.

Rao and Ganguly (1971) conducted a research on highly skilled and skilled employees in an electrical equipment-manufacturing unit and found that occupational level was an important determinant of job satisfaction i.e. highly skilled personnel were more satisfied than the skilled personnel. The study indicated that both motivator and hygiene factors contributed to job
satisfaction and dissatisfaction for both the groups. The study further indicated that two groups differed regarding their perceived importance of job facets. Skilled group perceived both motivators and hygiene as important factors for their job satisfaction. At last, they concluded that two-factor theory and its alternative i.e. the two-factor importance theory had over implications in accounting for dynamic nature of work.

Herman and Hulin (1973) specifies that job satisfaction is associated to their level in organizational hierarchy.

Sinha (1998) found that the job satisfaction was negatively associated with job level of bank employees. The subordinate staffs were the most satisfied group, whereas, the officers were the least satisfied. He also suggested that "the increase in level of job is invariably associated with increased level of satisfaction" could not always be accepted.

2.12 Job Satisfaction and Length of Service

The length of service of an employee’s in a particular job seems to be an important variable of job satisfaction. Various studies found that the association between length of service and job satisfaction was not a simple one. Age and years of service seem to be related on logical ground.

Hull and Kolstad (1942) indicated that job satisfaction was relatively high at the start, but drops slowly and then rises again with time and the job. Herzberg (1957) in his reviewed also pointed out a similar trend. Morse (1953) also found that workers who had joined recently and those with longer tenure tended to display greater satisfaction. Sinha and Nair's (1965) study also supported the above conclusion.

Sinha (1998) found that there was no markable difference between the job satisfaction of the new joined employees and the old team members, but their difference 5-10 years of service was significant. He indicated a 'U' shaped relation between length of service and job satisfaction, i.e. the employees with the least and the most years of service were the most satisfied. This finding was in conformity with other findings (Morse, 1953; Sinha and Nair, 1965; and Hull and Kolstad, 1942).
Khoda and Banu (2000) found mean job satisfaction score of the longer experienced employees was significantly higher than that of the shorter experienced employees.

Job Satisfaction and Job Mobility

Marsh and Mannari (1976) conducted a study on Japanese factories and found that job satisfaction varied independent of inter-firm mobility. Marsh and Mannari (1976) concluded that job satisfaction varied independent of inter-firm mobility. Sinha and Nair (1965) also indicated virtually no difference in job satisfaction of persons who had one or no job previously and those holding two or more jobs.

Sinha (1998) found a higher job satisfaction for mobile employees as compared to immobile ones (i.e. those who have worked in the same bank throughout). This suggests that movement from one job to another leads to higher job satisfaction.