CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter deals with the review of the literature concerning factors of sugar industrial workers’ job satisfactions. In order to establish a theoretical framework for the problem, the current state of knowledge related to the study was reviewed from the available literature. Thus, the main topic and subtopic areas that are critically examined and discussed throughout this chapter are: concepts of job satisfaction, theories of job satisfaction, importance of job satisfaction, workers’ commitment, and factor for job satisfaction and other subtopics were presented.

The history of job satisfaction stems back to the early 1900’s with the situationist perspective on job satisfaction. This perspective states that satisfaction is determined by certain characteristics of the job and characteristics of the job environment itself. Job satisfaction is a multifaceted construct with a variety of definitions and related concepts, which has been studied in a variety of disciplines for many years to now. Many theories and articles of interest to managers, social psychologist, and scholars, focus on job satisfaction because most people spend their life-time for work, and understanding of the factors that increase satisfaction is important to improve the well-being of individuals in this facet of the living. The Hawthorne Studies are considered to be the most important investigation of the human dimensions of industrial relations in the early 20th century. They were done at the Bell Telephone Western Electric manufacturing plant in Chicago beginning in 1924 through the early years of the Depression. The Hawthorne plant created an Industrial Research Division in the early 1920’s.

Up on reviewing various literatures, it has been found out that many experts have explored in to the subject of job satisfaction and have come out with various kinds' definition of job satisfaction. Despite its wide usage in scientific research, as well as in everyday life, there is still no general agreement regarding what job satisfaction is. In fact there is no final definition
on what job represents. Therefore before a definition on job satisfaction can be given, the nature and importance of work as a universal human activity must be considered different authors have different approaches towards defining job satisfaction. The most commonly mention definitions on job satisfaction are;

**Hoppok (1935)** defined job satisfaction as any combination of psychological, physiological, and environmental circumstances that cause a person truthfully to say, “I am satisfied with my job.” This is not really a perfect definition of job satisfaction, it merely points to various types of circumstances helpful for job satisfaction, indicated six major components of job satisfaction were: (a) The way of 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

**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.

**Smith (1955)** defined job satisfaction as an employee’s judgement of how well his job has satisfied his various needs. But Locke (1970) gave a more acceptable definition of job

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satisfaction. He defined job satisfaction as “the pleasurable emotional state resulting from the perception of one’s job values as fulfilling one’s important job values, providing these values are compatible with one’s needs.”

Mobley and Locke’s (1970)\(^5\) expressed “Job satisfaction and dissatisfaction are a function of the perceived relationship between what one expects and obtains from one’s job and how much importance or value one attributes to it.” Commenting on Locke’s definition of job satisfaction,

Verhaegen (1979)\(^6\) stated “It seems to be impossible to arrive at any better definition because of the very nature of the subject.”

Hoque (1996)\(^7\) conducted a comparative study on private and public sector textile workers of Bangladesh and found that average age, experience, and income of the workers were 33.10 years, 11.83 years, and TK.2433 respectively. The study revealed that majority of the respondents’ (51%) level of education was up to primary level. Among the respondents 92% were married and the rest were unmarried. The study also found that the highest deficiency in need fulfillment of the respondents of private sector was in desire for job security. The areas of praise or reward, sympathetic supervision, opportunity for promotion, and open communication produced the 2\(^{nd}\), 3\(^{rd}\), 4\(^{th}\), and 6\(^{th}\) largest deficiencies in need fulfillment of private sector respondents’ respectively. The study further showed that the areas of learning


new things, co-workers’ friendship, and freedom of work produced lower deficiencies in need fulfillment for workers of both the sectors.

Newstrom and Davis (1997)\textsuperscript{8} stated “Job satisfaction is a set of favorable or unfavorable feelings and emotions with which employees view their work.”

Robbins, R Stephen (1999)\textsuperscript{9} stated the term job satisfaction refers to an individual’s general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes toward the job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. But this definition is not operational. So, job satisfaction will be defined operationally in terms of the measuring instrument (i.e. Brayfield-Rothe Scale, 1951\textsuperscript{10}) used in the present study. For the purpose of the present study, job satisfaction is the sum of scores obtained by the Brayfield-Rothe Scale.

Job satisfaction is a widely studied phenomenon. Job satisfaction plays an important role to an employee in terms of health and well being and to an organization in terms of its productivity, absenteeism, and turnover (Vroom, 1964\textsuperscript{11}; Kornhauser, 1965\textsuperscript{12}; Locke, 1976\textsuperscript{13}; and Khaleque, 1979\textsuperscript{14} and 1981\textsuperscript{15}).


\textsuperscript{9} Robbins, R Stephen (1999), Organizational Behavior (8\textsuperscript{th} edition), Prentice-Hall of India, New Delhi-110001, 142.


\textsuperscript{12} Kornhauser, A. W., (1965), Mental health in industrial workers: A Detroit study. New York: Wiley.


\textsuperscript{15} Khaleque, A., (1981), Job Satisfaction, perceived Effort and Heart Rate in Light Industrial Workers, Ergonomics, 24, 735-742.
In other words, it is an affective reaction to a job that results from the comparison of perceived outcomes with those that are desired (Kam, 1998).\textsuperscript{16}

Ultimately, public organizational effectiveness may be improved by the presence of dedicated public servants who are motivated not by narrow economic self-interests but by organizational loyalty and identification (Simon, H. A. 1998).\textsuperscript{17}

Job satisfaction is defined as the employee’s reaction to what he or she receives from the job, that is, the work environment. By looking at the differences between what employees want and what they get, public sector employers can make organizational improvements or changes to the work environment that may motivate employees (Wright, B. 2000).\textsuperscript{18}

Job satisfaction is generally defined as an employee’s affective reaction to a job, based on comparing actual outcomes with desired outcomes (Stordeur S, D’hoore, et al, 2001).\textsuperscript{19}

Job satisfaction spreads goodwill about the organization. From the point of view of an organization, people who feel positively about their work-life are more apt to voice favorable sentiments about the organization. Further, it also reduces absenteeism and turnover (Malhotra, Shruti and Sachdeva, 2001).\textsuperscript{20}

\begin{itemize}
\item \textsuperscript{20} Mathuw, M. K., (1992), Managerial Satisfaction in Relation to on the Job Activities, Psychological Studies, 37, 2 & 3, 99-108.
\end{itemize}
According to Mishra, P. C. and Somasi, H. R., (2001)\textsuperscript{21} job satisfaction has some relation with the mental health of employees and also has some degree of positive correlation with physical health. Both scientific study and casual observation provide ample evidence that job satisfaction is important for psychological adjustment and happy living of an individual. Job dissatisfaction on the other hand has been associated with stress, which has been implicated as a contributory factor in the genesis of hypertension.

According to Sharit, Joseph and Salvendy, Gavrial., (2004)\textsuperscript{22}, the amount of cooperation that the management may derive from the employees would depend greatly on the extent of satisfaction amongst them. In fact no organization can successfully achieve its goal and mission unless and until those who constitute the organization are satisfied in their jobs. Knowing the profile of satisfied employees has some distinct advantages. It helps in developing appropriate policies of recruiting those employees, who experience greater satisfaction. Satisfied employees are more likely to give something back to the organization, as they want to reciprocate their positive experience.

Job satisfaction can be defined also as the extent which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004)\textsuperscript{23}.

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\textsuperscript{22} Sharit, Joseph and Salvendy, Gavrial., (2004), \textit{Occupational Stress; Review and Reoppraisal}, Human Factors, 24(2), 129-162.

\end{footnotesize}
And recent studies showed that a participative (democratic) management style was mostly preferred by today’s managers to increase their employees’ job satisfaction (Dhiloon, P. K. and Sharma, S., 2004)\(^\text{24}\).

Job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs (Aziri 2008)\(^\text{25}\).

Job satisfaction is the collection of feeling and beliefs that people have about their current job. People’s levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay (George et al., 2008)\(^\text{26}\).

Job clarity, effective communication with management, a participatory management approaches, organizational support of career development, opportunity for advancement, and family-friendly policies are all significant variables affecting the job satisfaction of employees (Saibou S., 2012)\(^\text{27}\).


Hoque (1998) conducted a study on public sector textile workers of Bangladesh and found that their average age, experience and income were 36.09 years, 14.51 years, and TK.2088 respectively. The study revealed that 97% were married and their educational qualification varied from illiterate to secondary level. He found that perceived pay inequity was the highest negative contributor to work motivation of the workers in the public sector.\(^\text{28}\)

Job satisfaction is simply defined as the affective orientation that an employee has towards his or her work (Price, 2001)\(^\text{29}\).

And recent studies showed that a participative (democratic) management style was mostly preferred by today’s managers to increase their employees’ job satisfaction (Dogan and İbicioglu, 2004)\(^\text{30}\), et. al.

Shortly, job satisfaction describes the feelings, attitudes or preferences of individuals regarding work (Chen, 2008)\(^\text{31}\).

Stempien & Loeb (2002)\(^\text{32}\) suggest the members’ willingness to be taught is related to job satisfaction, and it has been shown that a feeling of frustration when teaching contributes to low job satisfaction in special education teachers


\(^{32}\) Stempien, L. R., Loeb, R. C. (2002). Differences in job satisfaction between general
Doolittle (2007)\textsuperscript{33} discusses coping strategies and finds that planning, acceptance and positive reframing relate to increased personal accomplishment while self-blame, disengagement, distraction and denial relate to increased emotional exhaustion. A higher spirituality score, however, is also correlated with higher emotional exhaustion and personal accomplishment, suggesting that clergy satisfaction is complicated and that emotional exhaustion may not mean dissatisfaction. Doolittle also finds evidence to support the need for clergy to maintain healthy boundaries.

Relocation, which is particularly relevant to United Methodist clergy, may contribute to marital discord, especially when there are children involved. Wives feel more stress than their clergy husbands when relocating, dealing especially with their own and their children’s sense of loss and loneliness when leaving their social network (Frame & Shehan, 1994)

It may be assumed that female clergy have lower satisfaction than do male clergy due to lower pay and respect and more family stress. A gender paradox is found within work satisfaction and clergy, however, and female clergy are generally as satisfied or more satisfied than are their male counterparts despite perceiving the system as unjust, receiving less pay, having fewer opportunities for advancement, and having smaller churches with smaller budgets (McDuff 2001)\textsuperscript{34}.

While research on emotional exhaustion and burnout among clergy may seem to abound, other reports suggest that job satisfaction and desirability of the profession remains high. One study shows clergy are generally satisfied with their profession and that the perception of “result awareness” and a feeling of performing significant work contribute to this satisfaction (Zondag 2004)\textsuperscript{35}.


\textsuperscript{34} McDuff, E. M. (2001). The gender paradox in work satisfaction and the protestant clergy

\textsuperscript{35} Zondag, H. J. (2004). Knowing you make a difference: Result awareness and satisfaction in the pastoral profession [Electronic version]. Review of Religious Research 45, 3,
Increased age has also been found to be related to increased job satisfaction (Randall 2007)\textsuperscript{36}, pointing to a need for resources for younger clergy.

Ifinedo (2003)\textsuperscript{37} demonstrated that a motivated worker is easy to spot by his or her agility, dedication, enthusiasm, focus, zeal, and general performance and contribution to organizational objectives and goals strong commitment by clergy to their congregations and community. Personal dedication, investment in one’s job, and commitment increase job satisfaction in clergy and religious order workers.

Influence within the church (Wildhagen, Mueller & Wang 2005)\textsuperscript{38} and authority (Miner, Sterland, & Dowson 2006)\textsuperscript{39} also seem to relate to job satisfaction, indicative of a strong commitment by clergy to their congregations and community. Personal dedication, investment in one’s job, and commitment increase job satisfaction in clergy and religious order workers. Uncertainty of job expectations, volume of work, incompatibility of expectations, and work-family conflict increase emotional exhaustion, and uncertainty of expectations decreases job satisfaction (Hang-yue, Foley, & Loi 2005)\textsuperscript{40}.

\textsuperscript{254-269.}


This sense of control in the workplace also contributes to job satisfaction in firefighters (Lourel, Abdellaoui, Chevaleyre, Paltrier & Gana 2008). Stempien & Loeb (2002) suggest the members’ willingness to be taught is related to job satisfaction, and it has been shown that a feeling of frustration when teaching contributes to low job satisfaction in special education teachers.

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In a literature review, Lu, While, and Barriball (2005) mentioned the traditional model of job satisfaction focuses on all the feelings about job of an individual. However, what makes a jobsatisfying or dissatisfying does not depend only on the nature of the job, but also on the expectations that individuals have of what their job should provide.

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Huber, (2006)\textsuperscript{45} Maslow arranged human needs along a five-level hierarchy from physiological needs, safety and security, belonging, esteem to self-actualization. In Maslow’s pyramid, needs at the lower levels must be fulfilled before those rise to a higher level. According to Maslow’s theory, some researchers have approached on job satisfaction from the perspective of need fulfillment (Regis & Porto, 2006)\textsuperscript{46}.

Job satisfaction as a match between what individuals perceive they need and what rewards they perceive they receive from their jobs. However, overtime, Maslow’s theory has diminished in value. In the current trend, the approach of job satisfaction focuses on cognitive process rather than on basic needs in the studies (Huber, 2006)\textsuperscript{47}.

The hygiene relate to job dissatisfaction including supervision, company policy and administration, working condition and interpersonal relation (Lephalala, Ehlers, & Oosthuizen, 2008; Shimizu et al., 2005)\textsuperscript{48}.

This theory has dominated in the study of job satisfaction, and become a basic for development of job satisfaction assessment (Lu et al., 2005)\textsuperscript{49}.

Leontaridi & Sloane (2001)\textsuperscript{50} show that low-pay workers report higher job satisfaction than do other workers.

Borzaga & Depedri (2005)\textsuperscript{51} observe that, even in a sector characterized by low average salaries like the social-services sector, employees are more satisfied when their wages increase up to a threshold, but not above that threshold.

Clark (2005)\textsuperscript{52} the opposite dynamic of job satisfaction with respect to the economic conditions as represented by wages, and to job conditions as represented by working time, is also evident.

Diaz-Serrano & Cabral Vieira (2005)\textsuperscript{53} show that low-pay worker are likely to have low-quality jobs and consequently less job satisfaction.

Siebern-Thomas’s (2005)\textsuperscript{54} cross-sectional analysis on the European Community Household Panel shows that the correlation between wage and job satisfaction is significant and positive. According to Baron et al. (2006)\textsuperscript{55}, studies have generally indicated a low to moderate inverse relationship between job satisfaction and employee absence and turnover. This implies that the lower an individual’s satisfaction with his/her job, the more likely is that person to be absent from work or to resign and seek other job opportunities.

\textsuperscript{54} Siebern-Thomas,F.,Job Quality in European Labor Markets, in Bazen S.,Lucifora C.,2005
Sahnawaz and Juyal (2006)\textsuperscript{56}, focus on investigating the impact of job involvement and job satisfaction on organizational commitment. Organizational commitment is considered to be one of the most important and crucial outcomes of human resource strategies.

Furthermore employee commitment is seen as the key factor in achieving competitive performance. DeVaro, Li, & Brookshire (2007)\textsuperscript{57} focus on the contextual factors that are provided by the organization to ascertain job satisfaction.

Samad (2007)\textsuperscript{58} also tried to determine the level of influence job satisfaction facets will have on organizational commitment.

Jha et al. (2008)\textsuperscript{59} shows that organizational contextual factors such as pay, growth opportunities, job security, among others, influence an employee’s perception of job satisfaction.

Green & Heywood (2008)\textsuperscript{60} performance-related pay allows opportunities for worker optimization and does not crowd out intrinsic motivation, thus increasing overall satisfaction, satisfaction with pay, and satisfaction with job security.

Understanding the construct of compensation systems, its impact upon the organization’s structure, strategies, and employees has been an important area. To use compensation as a motivator effectively, personnel managers must consider four major components of a pay structures in an organization. (Popoola and Ayeni 2007)\textsuperscript{61}. These are (a) job rate, which is the importance the organization attaches to each job; (b) payment, which encourages employees by rewarding them according to their performance; (c) personal or special allowances; and (d) fringe benefits such as holidays with pay, pensions, and so on.

Other research focuses on departmental pride as being the most important determinant of job satisfaction (Ellickson, 2002)\textsuperscript{62}. Identifying the factors that underlie these differences has important implications for employee engagement, and its resulting impact on the organization as well.

In addition, job satisfaction is linked with both mental and physical health, thus understanding job satisfaction is also a pressing health issue (Faragher, Cass, & Cooper, 2005)\textsuperscript{63}.

Job satisfaction, fostered by the intrinsic rewards of helping others, predicts retention among direct care workers (Denton et al. 2007)\textsuperscript{64}.


Intrinsic re-wards, however, are often accompanied by physical and emotional demands of providing care and by inadequate extrinsic rewards (Geiger-Brown et al. 2007). The rewards and stressors of the dyadic care relationship, individually experienced by workers, are shaped by long-term care policies. Insufficient authorized hours of care, for example, may force workers to choose between providing less than optimal care or work in gun paid overtime hours, creating stress in the care relationship. Financial strain and health status, considered personal stressors in some models (Ejaz et al. 2008), are influenced by long-term care wage and benefit policies (Howes 2008).

Anderson (2001) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience, notes that the definition incorporates both cognition (appraisal) and affects (emotional state) thus, Anderson assumes that job satisfaction results from interplay of cognition, and affect, or put differently: thoughts and feelings.

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Robbins (2005)\textsuperscript{68} conforms by defining job satisfaction as a collection of feelings an individual holds towards his or her job. A person with a high level of job satisfaction holds positive feelings towards the job while a person who is dissatisfied with his or her job holds negative feelings towards it. Thus job satisfaction is a result of the overall reaction towards a job. Job satisfaction is seen in terms of the discrepancy between what one expects and what one actually gets in the work environment.

Hewstone and Stroebe (2001)\textsuperscript{69} define job satisfaction as an effective reaction to a job that results from the incumbent’s comparison of actual outcomes with those that are desired. In this regard, performance on the job requires that an individual’s expectations and aspirations in terms of reward considerations and fulfillment needs be met. If these needs are fulfilled, employees will be satisfied with the outcome of the job and greater satisfaction would generally motivate employees in performing their tasks more efficiently, thus resulting in an increase in the organization’s productivity.

Saiyadain (2007)\textsuperscript{70}, defines Job Satisfaction as the end state of feeling, the feeling that is experienced after a task is accomplished. This feeling could be negative or positive depending on the outcome of the task undertaken. Similar, job satisfaction is the collection of feeling and beliefs that people have about their current job.

People’s levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay (George,J.M. and Jones G.R2008)\textsuperscript{71}.

Darboe (2003)\textsuperscript{72} defined job satisfaction as the extent to which a staff member has favorable or positive feelings about work or the work environment while Faragher, Cass and Copper (2005) added another dimension; by defining it as being the positive emotional reaction and attitudes individuals have towards their job.

Job satisfaction means pleasurable emotional state of feeling that results from performance of work (Simatwa, 2011)\textsuperscript{73}.

Employees operate at different levels of job satisfaction. Employees who have high level of job satisfaction commit their time, energy and efforts to work which result in high productivity (Scott, 2004)\textsuperscript{74}.

Similarly, Schmidt (2007)\textsuperscript{75} observed that job satisfaction refers to an individual’s understanding of the degree of attractiveness of a job if both positive and negative outcomes are weighed up against each other. It is an affective reaction to a job that results from the person’s comparison of the actual outcomes with those that are desired, anticipated or deserved (Okpara, 2006) Job satisfaction is a worker’s sense of achievement and success on

\footnotesize{Fifth Edition, New Jersey, Pearson/Prentice Hall, p. 78}


the job. It is generally perceived to be directly linked to productivity as well as to personal well-being.

Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one’s efforts. Job satisfaction further implies enthusiasm and happiness with one’s work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007)\(^{76}\).

Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004)\(^{77}\).

Additionally, job satisfaction has emotional, cognitive and behavioral components (Bernstein & Nash, 2008)\(^{78}\).

The emotional component refers to feelings regarding the job, such as boredom, anxiety, or excitement. The cognitive component of job satisfaction refers to beliefs regarding one's job, for example, feeling that one's job is mentally demanding and challenging. Finally, the behavioral component includes people's actions in relation to their work, which may include being tardy, staying late, or pretending to be ill in order to avoid work (Bernstein & Nash, 2008)\(^{79}\).


\(^{79}\) iibd
There are two types of job satisfaction based on the level of employees' feelings regarding their jobs. The first, and most studied, is global job satisfaction, which refers to employees' overall feelings about their jobs (e.g., "Overall, I love my job") (Mueller & Kim, 2008). The second is job facet satisfaction, which refers to feelings about specific job aspects, such as salary, benefits, and the quality of relationships with one's co-workers (e.g., "Overall, I love my job, but my schedule is difficult to manage") (Mueller & Kim, 2008). Teacher’s job satisfaction is the satisfaction of teachers while teaching and the perceived relationship between the wants and offering to a teacher (Zembylas and Papanastasiou, 2004).

Job satisfaction is a complex variable and is influenced by situational factors of the job as well as the dispositional characteristics of the individual (Sharma, J. P. & Bajpai, N. 2011).

It is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005). Finally, as the researcher's view there is still no general agreement regarding what job satisfaction is. Job satisfaction is an important variable because satisfied employees represent public relation between assets for the organization.

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81 ibid


According to Schermerhon et al. (2004)\textsuperscript{85}, Abraham H. Maslow’s hierarchical model of human needs can be used to identify the factors affecting job satisfaction. The hierarchy of needs identifies five distinct levels of individual needs. These include physiological, safety, social, esteem and self actualization needs, these represent the most basic of all human needs which are the basic biological needs. These include food, water, shelter and clothing: According Maslow’s theory people would first want to have these needs fulfilled before they move on to the next level of needs. Safety needs include the need for security, protection and stability in the physical and interpersonal events of day to day life. According to this theory people want to feel safe, secure, and free from fear. In this regard, they need stability, structure, and order. In the workplace, job security and fringe benefits, along with an environment free of violence, fills these needs. The theory reiterates that individuals would want to satisfy safety needs only if their basic biological needs have been satisfied.

Esteem needs according to Robbins (2005)\textsuperscript{86}, esteem needs include the need for status, recognition and achievement. People want the esteem of others and they want to be regarded as useful, competent, and important. People also desire self-esteem and need a good self image. In the workplace, increased responsibility, high status, and recognition for contributions satisfy these needs.

Maslow’s need hierarchy illustrates Maslow’s conception of people satisfying their needs in a specified order from bottom to top that is people are motivated to satisfy the lower needs before they try to satisfy the higher needs. Once a need is satisfied it is no longer a powerful motivator.


It is only after the physiological and safety needs are reasonably satisfied do the higher level needs: social, esteem, and self actualization become dominant concern (Bateman and Snell, 2009)\(^87\).

_Schermerhon et al., (2004)\(^88\)_ retrieved that, Maslow assumes that some needs are more important than others and must be satisfied before other needs. The theory states that individuals experience a hierarchy of needs, from lower level to higher level of psychological needs. One has to satisfy the current needs before going to the next level of needs. For example, physiological needs must be satisfied before safety needs can be attended to. Thus the theory assumes that the fulfillment of each need level suggest satisfaction. Using Maslow’s theory managers can motivate and ensure job satisfaction in their employees by making sure that each individual need level is satisfied. Satisfaction of such needs can be done through offering suitable rewards.

Maslow went further and explained that people would seek to satisfy the physiological (basic) needs first. That there is an automatic mechanism which exists so that once the physiological needs are satisfied, the safety and security needs automatically presents themselves to be satisfied and once the safety and security needs are satisfied, then the next layer of needs (love and affiliation) present themselves to be satisfied and so it goes up to self actualizations needs (Robinson, 2004)\(^89\).


According to Hewstone and Stroebe (2001)\textsuperscript{90} Herzberg’s two-factor theory holds that satisfaction and dissatisfaction are driven by different factors. Satisfaction is influenced by motivational factors whilst dissatisfaction is influenced by hygiene factors. Motivating factors are those aspects of the job that make people want to perform well and provide them with satisfaction. For example, achievement, personal growth, recognition and, work itself, responsibility. The motivating factors are considered to be intrinsic to the job as individuals may have a degree of control over them. Hygiene factors include aspects of the job that are extrinsic to the individual such as remuneration, policies, supervisory practices and other working conditions.

Motivators or intrinsic (satisfier) factors are related to the actual performance of the work, or the content of the job. The motivators are internal job factors that urge the employees to strive for better achievements, and lead to job satisfaction and higher motivation (Balkin, Cardy, & Gomez-Mejia, 2003)\textsuperscript{91}. They are the factors that influence the perceptions or feelings of employees about themselves and their work, and motivate them to work harder or better.

According to Herzberg, motivation factors are internal factors that are associated with higher-order needs, and include the opportunity to achieve in the job, recognition of accomplishment, challenging work and growth options, responsibility in the job, and the work itself-if the work is interesting (Amos, et al., 2008)\textsuperscript{92}.

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\textsuperscript{91} Balkin, DB., Cardy, RL. & Gomez-Mejia, LR. (2003). \textit{Maintaining human resources}. (3\textsuperscript{rd} ed.). New Delhi: Prentice Hall.

The presence of intrinsic factors or motivators lead to job satisfaction, but their absence will not lead to job dissatisfaction (Perrachione, et al., 2008).93

With regard to teachers, a teacher who feels that his or her salary is not sufficient, but improving the salary may not necessarily lead to job satisfaction. Similarly, when teachers perceive that their working conditions (hygiene factors), are good, the reasons for job dissatisfaction are removed (Furnham, 2005).94

Mitchell (2001)95 contends that Herzberg’s theory has made important contributions to motivation theory. They further state that Herzberg’s theory extends Maslow’s ideas and made them more applicable in the workplace. The theory focused its attention on the importance of job centered factors in the motivation of employees. Furthermore, contends that Herzberg’s theory gave rise to an increasing interest in job enrichment and restructuring of work, value of one indicates that the probability that action will be followed by an outcome is high, showing that action and outcome have high relationships. Thus, the greater the expectation of the individuals that they will receive the rewards they value in their job (e.g., opportunities to learn and to develop skills, decent pay, the respect of their colleagues), the higher the probability that they will experience a high level of job satisfaction (Linz, 2003).96


According to Locke, when employees perceive that the goals they set for themselves or are set by the managers, are fulfilling and attainable, their commitment and productivity will increase. This could lead to job satisfaction (Badenhorst, et al., 2008)\(^97\).

Successful attainment of the intended goal creates a pleasurable emotional state (called job satisfaction) on the part of the individual. Exceeding the set goals increases satisfaction (Latham & Locke, 2002)\(^98\). According to them, the more goal-success an employee has attained, the higher his/her job satisfaction.

Different variables affect the job satisfaction and attainment of goal-directed performance. These variables include effort, organizational support, individual abilities and personal traits (Griffin & Moorhead, 2010)\(^99\).

In a study of goal-setting, Hansson, Hasanen, and Hellgren (2011)\(^100\), indicated that providing organizational support (through a supervisor), and letting employees participate in setting goals affected job satisfaction positively.

**Hansson, et al. (2011)**\(^101\) also stated that rewarding employees for improved performance, giving feedback and recognizing their performance, getting support from their managers, and having low levels of goal-conflict and goal-stress have been found to be positively related to job satisfaction.

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If individuals such as teachers feel that they are able to grow and meet their job challenges by pursuing and attaining goals that are important and meaningful to them, they develop a sense of success in the workplace (Latham & Locke, 2006). This leads to job satisfaction.

Job satisfaction is one of the most important workplace attitudes of employees and origination, reflecting the congruence between what employees want from their jobs and what employees feel they receive (Wright and Kim 2004), it is an emotional state that results from the appraisal of one’s job experience. Thus, job satisfaction can enhance individual and organizational performance by increasing work motivation and organizational citizenship behavior and by reducing costs associated with negative organizational behaviors such as turnover, burnout, apathy, and absenteeism (Harrison et al. 2006, Wright, Kim and Davis 2004). Moreover, job satisfaction is an important element of employees’ mental health and overall wellbeing. The impact of job satisfaction on happiness and well-being is undeniable.

As Smith (2007) argued a job is not only a main source of income, but also an important life domain in other ways. “Work occupies a large part of each worker’s day, is one’s main source of social standing, helps to define who a person is, and affects one’s health both

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physically and mentally. Because of work’s central role in many people’s lives, satisfaction with one’s job is an important component in overall well-being”.

**Shann (2001)**\(^{107}\) asserts that job satisfaction helps to retain teachers and makes them committed to their job and through this also makes their schools very effective. In other words, job satisfaction contributes to improvement of teaching, students learning and teacher retention. Job satisfaction is a multidimensional phenomenon and it is therefore argued that different scholars identify different job satisfaction factors.

**According to Ellickson & Logsdon, (2001)**\(^{108}\), having sufficient work tools, capitals, and teaching opportunities and a reasonable workload all considerably affect a worker’s job satisfaction. Other scholars determine job satisfaction on the source of attitude to the work, relationships with member employees, supervision, company strategy and support, salary, promotion and progress.

**Shah & Jalees (2004)**\(^{109}\), Luthans (2005)\(^{110}\) stated that, work, pay, promotion, supervision and coworkers as the major determinants of job satisfaction.

Job satisfaction is concerned with several attitudes including attitudes about the job characteristics, compensation and benefits, status, social security, advancement opportunities, technological challenges and respect (Tella et al., 2007)\(^{111}\).

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According to Kreitner & Kinicki (2001), there are five predominant models of job satisfaction which specify its causes. These are need fulfillment, discrepancy, value attainment, equity and trait / genetic components, which will be briefly reviewed:

Kreitner & Kinicki suggests that satisfaction is determined by the extent to which the characteristics of a job allow an employee to fulfill his or her needs; satisfaction is a result of met expectations. Met expectation is the difference between what a person expects to receive from the job, such as pay and promotional opportunities and what he or she actually receives, it is noted further that when expectations are greater than what is received, an employee will be dissatisfied. Theories that focus on employees’ needs and values include Maslow’s hierarchy of needs theory, ERG theory, Two ERG theory, Two-factor theory and McClelland’s needs theory (Aamodt, 2004; Robbins, et al., 2003).

Majumder and Zohir (1991) conducted another research on socio-economic condition of female garment workers. They have seen the socio-economic conditions, economic security and wage structure, social security and health conditions of the garment workers. The findings of the study such as: about 96.5% of the workers were under 35 years of age and average age of the workers was 19.7 years. Among the respondents 38.6% were unmarried, and the rest 54%, 2.1%, 3.5%, and 1.9% respondents were married, widowed, divorced, and separated and


deserted respectively. Due to this young age and unmarried marital status, the mastan and touts while commuting to work frequently harassed them. About 70% of the female workers got their jobs through relatives, neighbours, and acquaintances, and 63% of the male workers got their jobs through relatives, neighbours, and acquaintances. Very interestingly finding was that more than 42% of the female workers had either mother or sister or brother or spouse in the same factory.\textsuperscript{115} This kingship ties infect safeguard the workers against any adverse situation in the factory. It has been observed that this kinship ties gave them moral support.

Nearly 69.5% of the workers were of rural background and the remaining 30.5% were of urban background. About 29.2% of the workers were completely illiterate; and the rest 34.6%, 27.1%, and 9.1% were up to primary, secondary, and up to S.S.C. and above respectively. About 81.3% of the respondents live in Dhaka with their families, nearly 8.9% with relations, and the rest 9.1% live in independent messes. Fifteen per cent occupation of the fathers’ of the workers were clerks/typists, 8.5% occupation of the fathers were garment workers, and rest of the 20.8%, 45%, and 7.7% were petty business, labours, and others respectively. Eight per cent occupation of the mothers’ of the workers were clerks/typists, 42% occupation of the mothers were garment workers, and rest of the 4%, 17%, and 21% were petty business, labours, and others respectively. Twenty one per cent occupation of the husbands’ of the workers were clerks/typists, 25% occupation of the husbands were garment workers, and rest of the 19%, 28%, and 2% were petty business, labours, and others respectively.\textsuperscript{116} The average length of service of a worker in a firm was 23 months, but helpers stay for 14 months only. As compared to male workers, average length of stay for female workers were longer (24 months for females as against 21 months for males).


\textsuperscript{116} Ibid., 30-32.
Interesting finding was that mobility of the male workers was much higher than that of the female workers.\textsuperscript{117}

They found that, on an average, the workers had to work 11-12 hours a day.\textsuperscript{118} If shipment had to be done on time, the entrepreneur had no alternative than depending on overtime work. The entrepreneur reported that production in two shifts was impossible due to shortage of skilled labours. It had been found that status of the garment workers was looked down upon by the society, mainly due to overtime work.

About 30\% of the workers take their lunch in the lunch room, and the rest 32\%, and 38\% take their lunch at home or at the hotels and in factory roof or in the stair cases or in some other open place in the factory. About 62\% of the workers reported half an hour lunch break while 36\% reported that one hour lunch break was given.\textsuperscript{119} They found that jobs in the garment industry were allocated on the basis of sex. Male dominated in the cutting section (82\%), while female dominated in the sewing section (79\%). The average pay of the sewing section was only 63\% of that of the cutting section.\textsuperscript{120} There also existed significant wage differentials across sex in all sections, and across all job categories. Thirty entrepreneurs reported that female worker was less efficient than male worker, and they expressed that female workers were employed mainly because of their docility.

The average take home wages/salary for a worker was TK.1450 a month; for a female worker was TK.1210.5 and the same for a male worker was TK. 1830. On an average, a female worker earns only 66\% of the wage of a male worker.\textsuperscript{121} There is very high positive

\textsuperscript{117} Ibid., 150.
\textsuperscript{118} Ibid., 145.
\textsuperscript{119} Ibid., 146.
\textsuperscript{120} Ibid., 148.
\textsuperscript{121} Ibid., 148.
correlation between level of education and wage rate. The relation is statistically significant at 1- percent level.

The most important economic problem reported by the garment workers was delay and irregularity in their wage payment. Only 22% of the firms paid salary by the first week of the month, while another 68% pay by the second week; about 10% of the firms had no timing of wage payment. The average overtime per worker was 81 hours a month. It was usual practice that, the firms keep one-month payment of overtime as security money in order to deter the worker from leaving the firm. The workers got the security money back if they gave one-month notice prior to leaving. They found that, more than 35% cases of this kind, the workers did not get this security money back. Findings also show that about 28% of the sampled firms paid overtime salary between one and a half month to three months, and another 25% paid after about four months. About 24% of the workers reported that they received overtime payment after 2 to 4 months, another 8% reported that there was no regularity in overtime payment. However, there was not only the problem of delay in overtime payment but also the problem of low rate of payment. The firms reported that they paid overtime according to the rules, but it had been found that only 20% of the workers get overtime payment as per rules i.e. twice the basic salary. 122

The promotional prospect was slim for both male and female workers. About 75% of the female workers as opposed to 70% of the male workers (who had served in the present firm for more than one year) did not get any promotion. More than 60% of the workers feel that their jobs were of temporary in nature. Only 55% of the workers who had more than one year’s of service received increment. About 23% of the workers enjoyed paid leave and
another 26% enjoyed unpaid leave. Granting of leave, both paid and unpaid is a serious problem for the garment workers. Only 35% of the workers reported that they were granted leave when they asked for it. Fully paid maternity leave was not granted, in few cases half-paid four weeks maternity leave was granted only.\textsuperscript{123}

The hiring of workers on a piece rate basis is gradually gaining importance in the production of knitwear. Moreover, male workers performed in knitwear as they had experiences in hosiery. The male workers dominated all piece (contract) rate jobs. The production of knitwear reduces the demand for female labour and deteriorated the position of female labour in the labour market. They found that female labour accounted for 62% of the total work force. This was much lower than what was normally expected.\textsuperscript{124}

They found that, status of garment workers in the family had increased as female workers contributed 46% towards family income, and male workers contribute 65%. About 37% of the female workers are prime earners of the family. On the other hand, the respondents received various types of bonus such as: Eid bonus 45%, efficiency bonus 14%, and attendance bonus 13% etc.\textsuperscript{125}

They found that the married workers stay in firm for a longer period (24 months). On the other hand, those workers who have changed their jobs, 70% had left voluntarily in search of higher wages and 13% were laid off or dismissed from job. About 47% of the workers changed at least one firm; 50% female and 42% male. Among them about 40% worked in

\textsuperscript{122} Ibid., 149.
\textsuperscript{123} Ibid., 150.
\textsuperscript{124} Ibid., 151.
\textsuperscript{125} Ibid., 155.
more than two factories.\textsuperscript{126} The firms introduced various types of bonus to stop this migration such as efficiency bonus, attendance bonus, Eid bonus etc.

They found that illness was higher for female workers than male workers. The most frequent illness reported the workers followed cough and fever by the general weakness. About 54\% of women workers reported having eye trouble after joining the garments. Frequency of headache and weakness increases with length of job, while eye trouble and urinary problems were more frequent among those whose job length were 7-12 month or more than 4 years. On an average, a worker spent TK.95 a month for medical expenses. About 5\% of the workers reported that they were beaten in the factory, about 6\% of the female workers and 3\% of the male workers were beaten in the factory. About 6\% of the workers reported that their colleagues also beaten them. These workers were mostly helpers. About 15\% of the workers reported that they suffered from fear of dismissal. It is more among the female workers (18\%) than the male workers (9\%). ‘Mastans’ harassment in the street had been reported by 6\% of the workers.\textsuperscript{127}

About 59\% of the workers were satisfied with their present job. Reasons behind job satisfaction of the respondents were no alternative way (20\%), good behaviour of the management (19\%), and good pay (18\%) etc. But there was gender difference regarding response. Woman workers were more satisfied with their present job because of good behaviour of the management (23\%), no alternative way (18\%), better wage (14\%), and nearness from residence (11\%) etc. On the other hand, male respondents were satisfied because of higher wage (25\%), no alternative way (23\%), timely payment (14\%), and nearness from residence (8\%). About 41\% of the respondents were dissatisfied with their

\begin{footnotesize}
\textsuperscript{126} Ibid.
\textsuperscript{127} Ibid., 153.
\end{footnotesize}
present jobs. Reasons behind job dissatisfaction of the respondents were low wage (57%), rough behaviour of the management, irregular wages and overtime payment etc.128

Hossain and Rahman (1991) conducted a research on “A socio-economic survey of the female garment workers in Narayanganj”. They investigated socio and economic characteristics, and problems faced by respondents. But they don’t see job satisfaction and dissatisfaction, job behaviour, and job stress etc. The study reveals that most of the workers (56%) were from 16-25 age group, and average age of the workers was 22 years. Among the respondents 48% were unmarried, and the rest 52% married. Among the married workers 15% were widow, and rest of the 12%, 23%, and 38% respondents were divorced and separated, deserted, and unaffected in their conjugal life respectively. About 31% got married before reaching 15 years of age. Unmarried workers reported that they were unable to get married for want of dowry. Average experience of the respondents was 5.15% years. About 76% of the respondents came from joint family and average size of the family and average children of the respondents were 4.56 and 2.17 respectively. About 32% of the respondents were completely illiterate, and the rest 24%, 38%, and 6% were up to primary, secondary, and up to S.S.C. and above respectively. On the other hand, about 54% of husbands, 52% of fathers, and 28% of mothers of the respondents were educated up to secondary level.129 Average income of the respondent was TK.1257 per month (including overtime). About 38% of husbands were service holder, and the rest 31%, 15%, 12% and 4% were day labourer, petty business man, rickshaw puller and agriculture and others respectively. About 34% of husbands were petty business, and the rest 26%, 22%, 12% and 6% were day labourer, service holder, agriculture, and rickshaw puller respectively. Almost all respondents (99%) lived closer to their

128 Ibid., 155.
workplace. On an average, they walk for 25 minutes to reach their factory. About 72% of the respondents are from greater Dhaka district.  

Work related major problems faced by the respondents were: long working hours (98%), excessive workload (92%), job insecurity (80%), poor salary (70%), lack of bonus (54%) and leave facility, lack of prayer room, misbehaviour of supervisor etc. On an average they work 12 hours a day, which is unlawful and inhuman. Major health problems faced by the respondents were: physical weakness (98%), pain in head and body (94%), fever and cold (90%), skin disease (20%), and gastric (8%) etc. Personal problems faced by the respondents were unable to provide time for the family members (98%), lack of time in maintaining relations with relatives (94%), transport problems (56%), and to feel uneasy for the children (10%) etc. About 80% of the respondents do not feel to have any trade union mainly because of their fear of loosing the job (56%), fear of the close-down of factory (78%) and so on.

Hossain and Hoque (1991) found that, the highest percentage of (60%) trade union leaders belonged to the middle age group, and they dominated the trade union leadership. On the other hand, only 11.76% of leaders belong to the oldest age group. About 52.94% of leaders come from the longest (16 and above years) experience group, 37.65% of leaders come from the lowest (6-15 years) experience group. About 77.65% of trade union leaders are skilled worker, and 69.41% of trade union leaders are belonging to the income (monthly) between TK.1500 and above. The maximum number (69.41%) of leaders have income other than their salaries. All majority of the trade union leaders (91.76%) were married, and maximum numbers of them (62.35%) have a medium size of family (4-6). They also found that 52.94% of the union leaders come from the local district. About 40% of the union leaders

130 Ibid., 81-82.
131 Ibid., 82-86.
have education up to junior high school level, and the rest 27.07%, 20%, 7.06%, and 5.88% were primary, secondary, higher secondary, and fully illiterate respectively. About 58.82% of trade union leaders received training from Industrial Relations Institute and ILO (Dhaka) in Bangladesh etc. Most of the trade union leaders (65.88%) are the active members of political parties, and the rest 27.06%, 7.06% were supporters of different political parties and indifferent or reluctant to disclose their party identities respectively. They found that union leaders have lack of sincerity and honesty to the interest of both workers and the enterprises, and they are even irregular and insincere to their own jobs. They take bribe from the workers in different ways such as showing illegal presence for absent workers, withdrawal of suspension order, holding or changing shift, transfer, and arranging for promotion etc.

Ali (1995) conducted a study on 671 garment workers. He found that most of the workers in this sector were young; about 72% of the workers were of 24 years or below and about 87% workers were of 29 years or below. On an average, age of the respondents was 21 years. In the garment industry the average age of male and female workers was 24 and 19 years respectively. About 58% of the male workers reported the same or better health, at present, compared to the before joining this industry. More than half of the female workers (51.4%) reported that their health had deteriorated compared to that they had before joining the garment profession. He found that about 76.5% of garment workers generally suffered from cough and fever, 70% of weakness, 48% of eye trouble, and 32%, 23%, 21%, 11% of stomach disorder, jaundice, urinary infection and others diseases respectively. It is important that the incidence of illness in almost all cases generally higher among the female

133 Ibid., 72.
workers than their male counterparts. It was found that there were serious shortfalls and lapses of the hygiene and sanitation measures.

**Zohir and Majumder, (1996)** conducted another research on garment workers in Bangladesh, regarding their economic, social and health condition. They found that majority of the workforces in garment factories were young. The average age of the workers was only 21 years: 19 years for the female and 24 years for the male. Of the total 671 workers, about 58.7% were unmarried, and the rest 41.3% were married. Among married workers 88% were currently married. Among the female (426) workers, 2.1% were widowed, and 3.5%, 1.4%, and 0.5% were divorced, separated and deserted respectively. About 22% of the respondents were illiterate; i.e. can at best sign their names and the rest 27.1%, 31.7%, 18.6%, and 0.2% respondents were up to primary, secondary, above S.S.C., and no information respectively. Only 15.1% of the workers had previous work experience. Among them 3.9% had previous work experience in sewing/tailoring, and rest of the 4.9%, 4.3%, and 1.9% had experience in small business, labourer, and maidservant respectively. On the other hand, majority of the respondents (84.9%) had not engaged in any economic activity. Among them, 36.8% were engaged in household work, and the rest 27.3%, were students, 5.8% engaged otherwise and 15.1% did not give any information.135

About 74% of the respondents were of rural origin (68.4% of the male and 75.7% of the female workers), and the rest 26% were of urban origin (31.6% of the male and 24.3 of the female workers).136


136 Ibid., 27.
The problems faced by the respondents were long working hours, mandatory overtime, no tea-break, shorter lunch-break, absence of lunch-room and prayer time or room, low salary and irregular overtime payment, absence of leave opportunity etc. Though the normal working hour in the garment industry is 8 hours a day, yet on an average, a garment worker is to work 11-12 hours a day. About 10% respondents worked normal 8 hours a day, and the rest 20%, 35% and 30% worked 2 hours, 4 hours, and 6 hours overtime respectively. During the peak season, a worker has to work even during weekly holidays. A morning tea-break is usually not allowed in the garment industry. Sixty-two per cent (62%) of the workers had a half an hour lunch-break, and rest of the 36%, and 2% had an hour, and 45 minutes lunch-break respectively. About 30.6% of the workers take their lunch in the lunch room, and the rest of 17.2%, 5.2%, 114.8%, 11.8% and 20.4% take their lunch in factory roof, verandah, work place, hotel, and house respectively.\(^{137}\) It is interesting to note that no factory in Dhaka city allows prayer time or provide any room for prayer. But in one factory at Rupganj, prayer is encouraged and there is a separate space, enclosed by screen, for praying.

About 22% of the factories paid salary of their workers by the first week of the following month, and rest of the 68%, and 10% paid salary on second week, and irregularly respectively. Among them 22% of the factories paid overtime of their workers by the fourth week of the following month. About 17% of the respondents reported that they received their overtime of the preceding month along with their regular pay of the current month. In this case the firms kept one-month payment of overtime as security money to deter the workers from leaving the factory. If the workers want to get the security money back, provided they give one-month notice prior to leaving the factory.\(^{138}\)

\(^{137}\) Ibid., 28-33.
\(^{138}\) Ibid., 34.
About 13% of the respondents had received an attendance bonus and 14% of the respondents had received an efficiency bonus. The average pay of a worker was TK. 1053, overtime was TK. 363 (25%), Eid bonus was TK. 27.58 (1.90%), and efficiency and attendance bonus TK. 6.42 (0.45%) per-month. The total aggregate on an average income of a worker was TK.1450. An interesting finding emerges that the female worker earns only 66% of the male worker’s pay. On an average, a female worker earned TK. 1210.50 per month, while a male worker earned TK. 1838 per month.\(^{139}\)

About 54.7% had perfect attendance and 13.4% had received attendance bonus only. About 23% of the total workers in the garment industry reported that they had enjoyed the paid leave and 26% had taken unpaid leave last month. Only 36% of the workers reported that leave was easily granted, and rest 40% and 24% reported that leave was sometimes granted and was not granted respectively. About 60.2% of the workers took leave because of their own sickness.\(^{140}\)

Among the respondents 17.7% got the job through neighbours, and rest 49.3%, and 32.9% got jobs through friends and relatives and search on their own. About 30.7% of the workers originated from Dhaka district (old), and the rest 14.2%, 13.4%, 9.4% and 32.1% were from Comilla, Faridpur, Mymensingh, and other districts respectively.\(^{141}\)

About 57% of the workers had received training in the present factory, whereas about 40% had received training in the previous factory. About 27% of the workers had left their previous job because of very poor wages, and the rest of 20%, 13%, and 27% had left for wages not paid in time, lay off or dismissal and long distance from residence, and other

\(^{139}\) Ibid., 39-45.
\(^{140}\) Ibid., 52-64.
\(^{141}\) Ibid., 65-68.
reasons respectively. Almost 39% of the total garment workers had at least one relative in the factory, moreover 42% of the female workers had their sister or brother or mother or spouse in the same factory, while only 10% of the male workers had so. About 70% respondents were recruited through kingship ties. This kinship tie gave them moral support, security and safeguards against any adverse situation in the factory. Among the workers 66% reported that the behaviour of women co-workers was good or very good, 65% reported that behaviour of male co-workers was good or very good, on the other hand 62.4% reported that behaviour of management was good or very good.\textsuperscript{142}

About 59% of the workers were to be satisfied with their present jobs. The reasons behind job satisfaction were not being unemployed (19.8%), good behaviour of management (18.6%), high wages (17.7%), timely wages payment (12.2%), near from residence (9.9%) and the rest (21.8%) for others. About 41% of the respondents were dissatisfied with their present job. The reasons behind job dissatisfaction were low wages (57.5%), heavy workload (21.7%), and rest (20.8%) for other reasons.\textsuperscript{143}

About 73% of the respondents lived with their family, and the rest 17%, 8% and 2% lived in the mess, relatives’ residence, and others respectively. Only 14% of the workers lived in slums. About 6% of the workers reported that their colleagues were beaten too, and 15% of the workers reported that they suffered from the fear of dismissal.\textsuperscript{144}

The incidence of illness was higher among the female workers than that of the male workers for almost all types of illness. The most frequent illness reported by the workers was cough and fever (78%). About 72%, 71%, 50%, 32%, 23%, and 22% of the workers reported

\begin{footnotesize}
\begin{enumerate}
\item Ibid., 69-81.
\item Ibid., 83-84.
\item Ibid., 91-95.
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\end{footnotesize}
that they had been suffering from headache, weakness, eye trouble, stomach upset, jaundice, and urine infection respectively. But about 54% of the female workers reported that they felt eye troubles after joining the garment.\textsuperscript{145}

About 43% of the garment workers were the prime earners of their families, and the rest were secondary earners. The workers (male contributed 65% and female contributed 46%) contributed about 54% of the family income.\textsuperscript{146}

\textbf{Majumder and Begum (1997)} conducted another research on 104 (71 female and rest 33 were male) garment workers from 8 garment factories in Dhaka city. They found that average age of the workers was 21.88 years (19.7 years for the female and 24 years for the male). Among the female (71) workers, 7.85% were widowed and divorced. About 16.45% of the respondents were illiterate; can at best sign their names only, and the rest 21.15%, 26.9%, 28.05%, and 2.0% respondents were up to class v, class vi to class ix, secondary/higher secondary and Bachelor degree and above respectively. About 72.05% of the respondents were of rural origin (82.7 were male and 59.1% were female workers), and rest of the 27.95% were of urban origin (15.1% were male and 40.8% were female workers). On an average, a garment worker is to work 11-14 hours a day. About 10% of the total 71 female workers worked normal 8 hours in a day, and the rest 30%, 35%, and 20% worked 2 hours, 4 hours, and 6 hours overtime respectively.\textsuperscript{147}

\begin{flushright}
145 Ibid., 97-99.
146 Ibid., 115.
\end{flushright}
The total aggregate on an average income of a worker was Tk.2010. An interesting finding emerges that the female workers earn only 66% of the male workers' pay. On an average, a female worker earned TK. 1610.00 per month, while a male worker earned TK. 2410 a month. About 85% of the female workers were recruited through either neighbour, friends, or relatives who were father, mother, sister, brother, cousins, or maternal or paternal relatives. It was found that the female workers had to commute daily on an average more than 2 kilometer. About 80% of the respondents had left their previous job because of very poor wage and irregularity in the wage payment, and the rest 20% for better working conditions.\textsuperscript{148}

\textbf{Sarker (1997)} found that, in the garment industry about 80% of the total workers are female and the rest were male. Most of the workers in this industry were young. About 48% of the female workers are with in the age limit between 10 to 20 years. The average age of female workers was 20 years, which is comparatively lower than that of male workers whose average age was 23 years. About 80% of the works produced a complete unit is accomplished by the combined efforts of operators and helpers and the interesting point is that 94% of female workers are employed to do this job. Whereas, only 6% of the female workers perform the job of cutting, packing, ironing, and marking. About 32% workers were married and 68% unmarried. Most of the female (81%) workers were unmarried. It indicates that a large portion of teen-aged girls who were not even adult was engaged in garment factories.\textsuperscript{149}

Only 6% of them have passed S.S.C. examination, and the rest 11%, 26%, 40%, and 17% were illiterate, can sign their name only, primary, and secondary level respectively. About 32% of workers were unemployed before joining this sector, and the rest 45%, 18%

\textsuperscript{148} Ibid., 35-41.

\textsuperscript{149} Sarker, (1997), Status of the workers in the garment industries of Bangladesh: A study on socio-economic perspective, \textit{Dhaka University journal of Business Studies}, 18, 1, 156-158.
and 5% were changed their previous garment factories, agro-based job, and others (domestic service, small business, salesmanship) experience respectively. Those who changed their previous factories, among them, 100% were changed for earning better financial benefits only.

More than 50% of male workers lay between 1-3 years and 10% of the male workers have job experience of more than 5 years. On the other hand, 38% of the female workers have job experience of more than 1 year, but less than 3 years, and 13.5 of them have work experience of more than 5 years.150

About 91% of total work force were satisfied with their present jobs. The reasons behind satisfaction of garment workers might be that those major portions of them were unemployed. So, they had no choice of job environment. Naturally they were satisfied with whatever be the working conditions. The turnover in this sector is tremendously high. About 70% of labour force have changed their jobs from three to four times. About 75% of female workers changed their jobs three to four times or more.151

Similarly, the tendency of male workers to frequently change the jobs have also been observed. The reason for this can be attributed to the fact that there is no written agreement at the time of appointment of a worker. Authority can dismiss a worker any time without any notice, Naturally, the workers feel insecure and always try to get any other better job with higher security.

The average working hour a day for most of the workers is around 11 hours. Though 8-hours a day has been fixed up for a worker to do his regular job, but only 6.5% of the workers are to do it. The rest of the workers prefer to engage themselves in over-time job.

150 Ibid., 158-159.
151 Ibid., 159-160.
About 71% of total labour force work for 11 hours or more a day, and a worker puts his effort for 3 hours over-time work or more a day. It’s an extra earning source of them. On the other hand, more than 70% of total workers have been allowed to have less than 50 hours over-time per month. This is obviously disappointing and unethical. More than 70% of total labour force were deprived of minimum wages of TK. 950. The average basic pay of garment workers was TK.811. So, from the gap between these two figures, it could easily realise that big portions of labour force were economically deprived. About 48% of them were in the salary range of TK. 500 to TK. 950, and 23.4% below TK. 500. Only 5% of factories paid remuneration with in first week of following month. More than 50% of the sample factories paid wages of the workers in the middle of the following month. The reason put forward by the owners’ was that this practice helped to reduce high turnover rate. Almost 90% sample factories follow the technique of delayed payment of the overtime allowances to the worker. The payment schedule was generally fixed up at the end of the 3rd week. Only 10% of total factories selected paid their worker’s overtime allowance in the first or second week of a month.¹⁵²

No fringe benefits in addition to basic salary was given to the workers in garment factories. Some factories sometimes provided comparatively lower amount of festival bonus, taking the chance of lack of awareness among the garment workers. Only 10% of the factories have introduced on-time bonus, and 30% offer regular attendance bonus. Approximately 28% of total work force were dissatisfied with earning from their jobs, and the rest 18.6%, and 53.4% were satisfied and moderate level with their earning form job respectively.¹⁵³

Majumder (1998) conducted another research on garment workers. She covered the illnesses, diseases, treatment patterns, its effects on labour productivity, performance, job

¹⁵² Ibid., 161-164.
¹⁵³ Ibid., 165.
satisfaction, working life and competitiveness; socio-demographic factors, occupational hazards, factors affecting mental health; and affordability and willingness of the garment workers. But the study did not see job behaviour, and job stress of the garment workers. She found that only 60% of the total labour force employed in the garment sector were female. About 45% of the workers belonged to the age group of 19 years or below and the rest 45%, and 10% belonged to the age group of 20-29, and 30 years and above respectively. The mean age of the respondents was 21.5 years, and about 90 per cent of the workers were under 30 years of age. About 17.2% of the workers were completely illiterate; and the rest 32.1%, 43.4%, and 7.1% were up to primary, secondary, and up to S.S.C. and above respectively. Their mean educational level was 7.1 years of schooling. Among the respondents 54 per cent were unmarried, and the rest 39.1%, and 6.9% respondents were married, and widowed/divorced/separated respectively. About 26.1 per cent have not migrated to Dhaka, while the remaining 73.9% of the workers have migrated to Dhaka. About 49.1% of the garment workers have been serving in the garment industry for 3.01-5 years and the rest 31.7% and 19.2% of the workers have been servicing in 1 to 3 years and up to one year respectively. About 20% of the respondents lived in the slum areas where living condition was very unhygienic. On an average, 4 persons lived in a 124 square feet room. She also found that on an average, a garment worker had to work about 12 hours a day. Of the total female workers, only 12% worked normal 8 hours per day, about 52% worked 4 hours overtime and the rest 36% worked overnight.

The granted leave was minimal in the garment industry. A garment worker had to work even on weekly holidays. About 38% of the workers worked all the days, and the rest

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155 Ibid., 95.
7%, and 55% enjoyed all weekly holidays, and one or two weekly holidays respectively. Only 27% of total leave granted to the female workers were paid leave, while it was about 35% for the male workers.\(^{157}\)

About 54% of the sample workers took their lunch either on the factory roof, in the verandah, or on the staircases. On the other hand, about 50% of the workers employed in the factories, located outside the Dhaka city, ate lunch in the factory lunch room, whereas the same figure in the factories, located within the Dhaka city, was only about 29%. She found that not a single sample factory was provided with canteen facilities within the factory premises. More than 38% of the workers suffered from waterborne diseases. She found that, on an average, there was only one latrine for 81 workers. Only 15 of the 39 sample factories were found to have spittoon facilities.\(^{158}\)

About 41.8% of the workers monthly household income was up to TK.3000, and the rest 33.9%, and 24.3% income was TK.3001-TK.5000 and TK. 5000 + respectively. The mean household income level was TK.4070. The take-home income of a garment worker has been estimated at TK.1976. However, other income, like overtime, attendance bonus, efficiency bonus etc. contributes about 25% to one’s income. Thus, excluding other income, regular monthly pay was estimated at TK.1574. The female workers earned only about 59% of the male worker’s take-home income. On an average a female worker earned only TK.1321 as monthly pay, while her male counterpart earned TK.2258.\(^{159}\)

Some common accidents which often happen in the garment factories are “pricking of fingers by needle” in the sewing section, “hurting finger tips” while buttoning in the finishing

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156 Ibid., 103.  
157 Ibid., 108.  
158 Ibid., 116.
section, “cutting of thumb and thumb’s bottom” while cutting cloth with the help of electrical scissors in the cutting section, and “burning of finger” while ironing in the finishing section. More than 13% of the workers faced these types of accident in their work place, and 75.4% of the workers faced no accident in their work place.\(^{160}\)

In the garment industry, female workers have very few opportunities for advancement. Only opportunity for advancement remains for them is to be promoted to the post of operator from the post of helper. On an average, a helper requires 3 years of job experience to be promoted to the post of operator. But in most cases, the helpers became operators by moving to another factory. In the same factory, they have very little opportunity to be promoted. For this reason, inter-factory migration was highest among the helpers. For lack of opportunities for advancement more than 24% of the female workers don’t have any job aspiration, and they do not have favorable attitude toward their work.\(^{161}\)

A large number of the female workers received wages below the minimum wage rate fixed by the Government of Bangladesh. About 64% of the factories paid wage after the first week of the month. Most factories kept one-month payment of overtime earnings as security money to deter the workers from leaving the factory without notice. In 60% of the factories overtime earnings were paid during the fourth week of the following month, and rest 40% of the factories, had no fixed time of paying overtime. Only 36% of the workers reported that they received overtime earnings in due time. Mandatory overtime work is frequently required in the garment industry. Only 12% of the workers worked normal 8 hours, and rest 88% did overtime work. Of them, about 29% did both day and night work.\(^{162}\)

\(^{159}\) Ibid., 111.  
\(^{160}\) Ibid., 131. 
\(^{161}\) Ibid., 137.  
\(^{162}\) Ibid., 141.
Reasons for dissatisfaction of the respondents were low pay (38%), monotonous nature of work (18%), long distance (13%), very long working hours (11%), irregular wage payment (9%), rough behaviour of the management (6%), less facilities (5%) etc. Reasons for job satisfaction of the respondents were good pay (35%), good behaviour of the management and nearness (16%), regular wage payment (12%), no alternative way (10%), no overtime work (7%) etc. About 22% of the female workers complained the miss behaviour of their male co-workers, and about 23% of the female workers reported that behaviour of their female co-workers was either bad or not so good.\textsuperscript{163}

She found that garment workers’ health condition deteriorates more and more as their length of service extends. On an average, the length of service was estimated at only four years. Only 5% of the workers were found to work in the garment industry continuously for more than 10 years. The majority of the workers (52%) were found to work in the garment industry for less than three years. More than 20% of the workers are totally fresh workers who have been working in the garment industry for even less than a year.\textsuperscript{164}

The most prevalent illness among the garment workers was headache. About 57% of the respondents suffered from this illness. The workers of all age groups, 42.4% felt weakness, 30.8% had fever, 24.8% had stomach pain/vomiting, 21.9% had body pain, 20.3% had eye pain, 18.3% had cold/cough etc. On the other hand, different types of diseases affect the workers’ health differently, such as: urinary infection (15.2%), diarrhoea/stomach upset/dysentery (9.9%), female disease (7.8%), skin disease (8%) etc. About 24.6% of the respondents suffered from sickness due to injuries and about 9.9% of the workers have no

\textsuperscript{163} Ibid., 138-139.
\textsuperscript{164} Ibid., 152.
diseases/illness. She observed that more than 54% of the female workers and about 44% of their male counterparts suffered from various diseases and illnesses.\(^\text{165}\)

About 39% of the female workers reported that they suffered from eye pain only during the work period. Another 43% of them suffered from eye pain almost of all the time. The rest reported that they suffered from the same sometime after finishing their work.\(^\text{166}\)

2.2 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.\(^\text{167}\)

**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.\(^\text{168}\)

\(^{165}\) Ibid., 33.

\(^{166}\) Ibid., 36.


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.\textsuperscript{169}

Grove and Kerr (1951) had concluded that 'wages' and 'liking for work associates' were the major components of job satisfaction.\textsuperscript{170}

Robinson and Hoppock, (1952) had collected data from 191 studies reporting percentage of job satisfaction and dissatisfaction among occupational groups, which revealed surprisingly higher percentage of job satisfaction than job dissatisfaction (the median figures were 82\% satisfied and 18\% dissatisfied) among the employees.\textsuperscript{171}

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.\textsuperscript{172}

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.\textsuperscript{173}

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. \(^{174}\)

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. \(^{175}\)

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. \(^{176}\)

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

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most often mentioned in dissatisfying situation. He concluded that both intrinsic and extrinsic factors could be sources of both satisfaction and dissatisfaction, but intrinsic factors were stronger in both the cases. So, satisfaction variables were not unidirectional in their effects and expectation had a strong influence on the extent of job satisfaction with job facets.\textsuperscript{177}

\textbf{Mills (1967)} revealed that achievement, recognition, and responsibility (satisfier) were major contributors but competence of supervisors (dissatisfier) 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.\textsuperscript{178}

\textbf{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.\textsuperscript{179}

**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.\textsuperscript{180}

**Singh and Pestonjee (1974)** observed from a study on supervisory behaviour and job satisfaction that supervisory behaviour 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.\textsuperscript{181}

**Malavia (1977)** found a significant positive correlation between participation, and satisfaction and job effectiveness. The study also indicated that personal variables were correlated with participation.\textsuperscript{182}


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.\textsuperscript{183}

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.\textsuperscript{184}

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 1\textsuperscript{st}, 2\textsuperscript{nd}, and 3\textsuperscript{rd} important ways for improving job satisfaction. While, middle level bureaucrat perceived promotion, working condition, and better pay as the 1\textsuperscript{st}, 2\textsuperscript{nd} and 3\textsuperscript{rd} important aspects for their job satisfaction. The study also indicated that pay was more

\textsuperscript{183} Habibullah, M., (1980), Employee-Centered Supervision and productivity in Jute Industry, Bureau of Business Research, Faculty of Commerce, Dhaka University.

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.\textsuperscript{185}

**Mishra (1983)** revealed that the employees of disturbed organisation were more dissatisfied than the employees of a comparatively peaceful organization. The study further indicated that job security, participation in decision making, and management policy had a significant influence on the overall 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.\textsuperscript{186}

**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.\textsuperscript{187}

**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 just a matter of the managers' personality or that of his job or position in the hierarchy etc.\textsuperscript{188}

**Khaleque and Rahman (1984)** investigated on 1560 workers from Jute, Tobacco, Food, and Chemical industries. The results of the study showed that 86\% of the workers were satisfied with their job and the rest 14\% of them were dissatisfied, and this difference was highly significant. The results of the study showed that some factors such as good relation with co-workers, duration of work, work environment, recognition for good work, 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 significant 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 overall job satisfaction of the respondents. The study also indicated that wages was the least important factor for job satisfaction, but the most important cause of job dissatisfaction as perceived by the workers. The important causes of dissatisfaction as perceived by the industrial workers were poor wages, lack of accommodation, lack of promotional opportunity, insufficient fringe benefits, poor management, lack of job security, and lack of fair treatment from the management.189

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 their 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 least important factors for their job satisfaction, and a stronger source of job dissatisfaction. The study also revealed that job-related factors were not unidirectional in their effects, rather they could be sources of both satisfaction and dissatisfaction. The study further indicated that some specific aspects of the job, like job security, job status, recognition for good work, autonomy, management policies seemed to be stronger 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 weaker sources of job satisfaction, but 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 important causes of their job dissatisfaction.  

Khaleque and Wadud (1984) conducted a study on 100 supervisors who were selected from 4 jute mills in nationalized sector. The results of the study showed that 77% of the industrial 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 autonomy in job, promotional opportunities, 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 influence on the overall job satisfaction of the respondents. The study reported that the important causes of job dissatisfaction as perceived by the respondents were lack of fair treatment from management, poor wage, lack of autonomy in work, and absence of congenial working environment etc.  

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**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 significant impact 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.¹⁹²

**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.¹⁹³

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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.194

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

194 Solomon, E. E., (1986), Private and Public Sector Managers: An Empirical Investigation of Job Characteristics 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 top most important 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 positively associated 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.\textsuperscript{198}

According to Bradley and Brian (2005)\textsuperscript{199}, employee’s job satisfaction is pleasure that an employee derives from his/her job. It is an attitudinal variable that describe how people feel about their job.

Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005)\textsuperscript{200}.

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The term job satisfactions refer to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006). Job satisfaction is a worker’s sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one’s efforts. Job satisfaction further implies eagerness and happiness with one’s work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007).

Wadud (1989) indicated that there was a significant positive 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 significant difference between the mean score of overall job satisfaction of clerks and officers. Occupational level did not seem to have a significant influence on job satisfaction in management area, off-the-job area, and overall job satisfaction; (b) occupational level had a significant influence on job satisfaction of both the categories of

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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.204

**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.205

**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 level 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).206

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Mathew (1992) found that area of activities such as decision making, interaction, mental activity, supervision, man-machine-control, training, planning, 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.\textsuperscript{207}

Khaleque et al., (1992) found that a significant number of industrial workers were satisfied with their job. They indicated a significant positive influence of job satisfaction on performance and mental health of the industrial workers.\textsuperscript{208}

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 overall 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.\textsuperscript{209}

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 statistically significant (p<.001). The study indicated that job security, good relations with co-workers, supervision, recognition for good work, and work environment were rated as more important than wage, promotional opportunity, autonomy in work, participation in decision making, and open communication with the boss for their overall job satisfaction. The results also showed that some personal factors such as age, experience, education, mental health, and skill had significant positive influence on overall job satisfaction. The important causes of job dissatisfaction as perceived by the respondents were poor wage, poor working condition, unfavourable nature of work, poor supervision, lack of promotional opportunity, lack of job security, and lack of fear treatment from the management. The study however maintained that wages was one of the least important factors of job satisfaction, but the most important cause 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 overall job satisfaction score was significantly higher for those who were satisfied with the specific

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Hoose, K. B. and Hossain, M. M., (1992), Perceived Importance of Different Job Facets and Overall Job Satisfaction
job related factors, except wage and recognition for good work. The study found that the most important causes of job dissatisfaction as perceived by the workers were poor salary, job insecurity, lack of modern machines, lack of promotional opportunities, etc. On the other hand, the most important causes of job dissatisfaction as perceived by the supervisors were job insecurity, poor salary, unfavourable attitude of boss, lack of recognition for good work, and lack of promotional opportunity.211

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 significant positive 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 causes 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 causes of job dissatisfaction as perceived 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.\textsuperscript{212}

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 causes of job dissatisfaction as perceived 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.\textsuperscript{213}

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 colleagues 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 significant influence on the overall 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

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working condition were the major important causes of dissatisfaction as perceived by the respondents.\textsuperscript{214}

**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 public 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.\textsuperscript{215}

**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 least important for their overall job satisfaction, while physician had considered promotional opportunity the most 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 important factor for their overall job satisfaction. Salary was perceived as one of the least important factors for overall job satisfaction of the subjects.\textsuperscript{216}

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.\textsuperscript{217} They also found that salary, supervision, job security, recognition for good work and promotional opportunity were more important than participation in management, autonomy in work, working environment, and good relations with colleagues for their overall satisfaction.


job satisfaction. Satisfaction variable were not unidirectional in their effect, they could be sources of both satisfaction and dissatisfaction. Salary has been perceived as one of the least important sources of satisfaction but a stronger source of dissatisfaction. There was no significant influence of personal factors on the overall job satisfaction except of experience. The study further reported that job satisfaction had significant influence on performance, but negative correlation between job satisfaction and absenteeism, and accident. The study also reported that significantly higher percentage of respondents 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 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.\(^{218}\)

**Haque (1995)** conducted a research on 102 mid-level managers of jute and textile industries and found that job satisfaction was correlated 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.\(^{219}\)

**Hossain (1995)** conducted a research on job satisfaction of commercial bank employees in Bangladesh and indicated that: i). there was a significant positive correlation

\(^{218}\) Ibid., 48-52.

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 unidirectional in their effects rather 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 overall job satisfaction of the respondents; iii). satisfaction variables were not unidirectional in their effect, they might be sources of both satisfaction and dissatisfaction; 

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iv). any particular 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 positive correlation 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 such as experience, income, and sex showed significant influence 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.\textsuperscript{221}

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, public sector workers were more satisfied with their job security, facility for open communication, promotional prospects, autonomy in work, and participation in decision making. The study further indicated that public sector workers were in a better

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\textsuperscript{221} Hossain, M. M., (1995a), \textit{Job satisfaction and job Behaviour of Garment Workers: A Case Study in Narayanganj},
\end{flushright}
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 causes of job dissatisfaction as perceived 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.222

Hossain (1997) in his study on workers of a sanitary ware factory found that performance and health were positively correlated with job satisfaction and negatively correlated 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.223

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

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222 Unpublished research report, Islamic University, Kushtia, 33-41.
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.\textsuperscript{224}

\textbf{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 causes of job satisfaction as perceived by the respondents were duration of work, nature of work, relation with co-workers, recognition for good performance, working condition etc. An adequate earnings was 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 sources 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 overall 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 overall job satisfaction. The major important causes of job dissatisfaction as perceived 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

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satisfaction, i.e. the employees of the smaller banks were more satisfied than their counterparts in the larger banks.\textsuperscript{226}

\textbf{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 correlated with job satisfaction and mental health of the respondents.\textsuperscript{227}

\textbf{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, recognition 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 factors 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 correlation 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

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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. 228

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. 229 Job satisfaction has a significant 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 causes of job dissatisfaction as perceived by the private sector school teachers were job insecurity, poor salary, and unfavourable attitude of the managing committee, while, public sector school teachers considered poor salary, preparing voter list, investigation of sanitation


229 Rahman, M. A. and Miah, M. K., (1998), A Comparative Study of Job Satisfaction of the Public and the Private Sectors' Primary School Teachers in Bangladesh, Islamic University Studies (Part-c), 1, 1, 89.
and child education, possibility of transfer, and poor working condition to be important causes of job satisfaction.\textsuperscript{230}

\textbf{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.\textsuperscript{231}

\textbf{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.\textsuperscript{232}

\textbf{Hossain (1999)} studied on 440 commercial bank executives and non-executives from both the private and public sectors and found that commercial bank executives in general were

\textsuperscript{230} Ibid., 90-92.
\textsuperscript{231} Rahman, M. A. and Hossain, M. J., (1998), Quality of Working Life of Industrial Workers in Bangladesh: A Case study in Greater Kushtia District, \textit{Islamic University Studies (Part-c)}, 1, 2,139.
\textsuperscript{232} Hossain, M. M. and Islam, M. T., (1999), Quality of Working Life and Job Satisfaction of Government Hospital Nurses in Bangladesh, \textit{Indian Journal of Industrial Relations}, 34, 3, p. 292.
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 significantly 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 significantly 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 work load, 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 misbehaviour of boss. But the important problems faced by the non-executives of private sector bank were autonomy in work, heavy workload, misbehaviour of boss, and lack of training facility. The major causes of dissatisfaction as perceived 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 causes of dissatisfaction as perceived by the private sector bank executives were lack of fair promotional opportunity, poor salary, lack of job security, and lack of job status. On the other hand, the major causes 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 causes of
dissatisfaction as perceived by the private sector bank executives were lack of fair promotional prospects, poor salary, lack of job security, and lack of job status.233

**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 absenteeisim 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.234

**Hossain (2000)** suggested that job satisfaction had a significant positive correlation 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 organisation. 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.235

**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

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experienced employees was significantly higher than that of the shorter experienced employees.²³⁶

**Job Satisfaction and Age**

Research findings on the relationship between age and job satisfaction are not consistent. Some studies revealed positive relationship 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 (Kornhauser and Sharp, 1932; Haque, 1992).²³⁷

**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 correlation (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 correlation 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.²³⁸


Herzberg, et al. (1957) suggested that the relationship 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.239

Basu and Pestonjee (1974) found a 'U' type relationship between age and job satisfaction. It was further indicated 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.240

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.241


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Job Satisfaction and Education

The relationship between education and job satisfaction is not proved consistent by any empirical research. Some studies revealed positive relationship 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). 246

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. 247

Khoda and Banu (2000) found no significant difference in mean job satisfaction score of lower and higher educated employees. 248

Job Satisfaction and Marital Status

A large number of researchers reported that there was no significant sex difference in job satisfaction, particularly when other variables are controlled (e.g. Weaver, 1978). Hulin

and Smith (1964) suggested that sex alone was not a vital factor in influencing job satisfaction, there might remain other factors which prevail on sex (e.g. pay, job level, promotional opportunity) in causing the difference in job satisfaction.\(^{249}\)

Sinha and et al., (1962, 1965) conducted two researches and found contradictory results with marital status and job satisfaction. In the first study they found that 55% of unmarried workers were satisfied while only 13.8 were dissatisfied. But, 33.8% of the married workers were satisfied and only 24% dissatisfied. In the second study (1965) the trend was reversed. The married workers had a higher mean job satisfaction score than the unmarried workers.\(^{250}\)

Hossain (1995) found that married employees had a higher mean job satisfaction score than the unmarried employees.\(^{251}\)

Sinha (1998) found that the marital status had not seemed to be a significant variable. The mean job satisfaction scores of the married and unmarried employees did not show statistically significant difference (t= 0.50; p=NS).\(^{252}\)

**Job Satisfaction and 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.).\(^{253}\)

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Porter (1962) also reported that lower level employees were, in general, more dissatisfied than the higher level employees.254

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.255

Porter and Lawler (1965) found that job satisfaction was influenced positively by the levels of occupational hierarchy.256

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.257

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


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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)** indicated that job satisfaction is related to their level in organisational 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.  

**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 significant difference between the job satisfaction of the new employees and the old employees, 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

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satisfied. This finding was in conformity with other findings (Morse, 1953; Sinha and Nair, 1965; and Hull and Kolstad, 1942).\(^{262}\)

**Khoda and Banu (2000)** found mean job satisfaction score of the longer experienced employees was significantly higher than that of the shorter experienced employees.\(^ {263}\)

**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.\(^ {264}\)

**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.\(^ {265}\)

**Schuler (1973)** found a significant difference between the job satisfaction of congruent group (i.e. those who lived in the community of the same size, in which he was socialized) and incongruent group (who lived in opposite community). The congruent group showed more satisfaction.\(^ {266}\)

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\(^{262}\) Sinha, A. K., (1988), ibid., 120.
Sinha (1998) found that the difference rural-urban background was not significantly associated with job satisfaction, although the rural employees’ score was slightly less on job satisfaction scale as compared to urban employees.267

Sinha and Sharma (1962) and Sinha and Nair (1965) could not find significant relationship between job satisfaction and number of dependents.268 On the other hand, Sinha (1998) also found no significant association between number of dependents and job satisfaction.269

Kapoor (1967) revealed that dissatisfaction with housing condition was a major factor of dissatisfaction.270 Sinha (1998) found that the ownership of the house was not a factor in housing satisfaction. But housing satisfaction was positively related to job satisfaction.271

Brayfield and Crockett (1955) had pointed out a common assumption that employee satisfaction directly affected performance permeates most of the writings about the topic that appeared during this period of two decades. The following statements characterised the literature, "morale is not an abstraction; rather it is concrete in the sense that it directly affects the quality and quantity of an individual's output and, employee morale reduces turnover, cuts down absenteeism and tardiness; lifts production." Brayfield and Crockett opined that "individuals perform effectively to the extent that effective performance leads to the attainment of what they desire." Their first review on the studies on the topic undermined the notion that there was a high relationship between job satisfaction and high productivity. Indeed, in their review, they presented most of the studies, which found no relationships

between job satisfaction and performance. This finding opposed the popular 'Human Relation View' which maintains that a satisfied worker is a more productive worker.\(^{272}\)

**Vroom (1964)** reviewed 23 studies out of which 20 studies’ median correlation between job satisfaction and performance was reported to be +14 with a range of .86 to-.31. On the basis of this review, Vroom concluded, "There is no simple relationship between job satisfaction and performance. Correlations between these variables vary within an extremely large range and the median correlation of .14 has little theoretical or practical importance. We do not yet know the conditions, which affect the magnitude and direction of relationships between satisfaction and performance.” It is important to note that the magnitude of coefficient of correlation was small, it was positive in 20 studies.\(^{273}\)

**Porter and Lawler (1968)** represented a theoretical model, which indicated that performance leads to reward, which in turn leads to job satisfaction. Thus, they concluded that performance leads to satisfaction rather satisfaction leads to performance which was against the assumption of 'Human Relation View' that a satisfied worker was a better performer. They pointed that satisfaction rather than being a cause, is an effect of performance, i.e., performance causes satisfaction.\(^{274}\)

**Slocum (1970)** conducted a study on middle and lower level managers employed in a steel mill in Pennsylvania and found that job satisfaction was significantly correlated with performance (r = .26, p <.01). This correlation was not large but, it was considerably greater

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\(^{273}\) Vroom, V. H., (1964), op. cit.

than Vroom's (1964) review and not substantially different from originally reported by Lawler and Porter (1968; r = .32, p < .01) in the study of middle and lower middle managers.\textsuperscript{275}

The Hawthorn Study's (1930) assumption is that high satisfaction leads to high performance. But some review in 1950's (i.e. Brayfield and Crockett, 1955; Herzberg et al., 1957) cast doubt on positive relationship between job satisfaction and performance. On the other hand, Porter and Lawler, 1968; and Locke, 1970 have suggested that performance leads to satisfaction. Locke, 1970 suggests that satisfaction is a result of performance and only indirectly a cause of performance.\textsuperscript{276}

Wanous (1974) found that overall relationship between job satisfaction and performance was slightly positive but the direction of causality was unclear. When job satisfaction and dissatisfaction spilled into extrinsic components, the findings showed that performance causes intrinsic satisfaction and extrinsic satisfaction causes performance.\textsuperscript{277}

Baird (1976) examined the relationship between job satisfaction and performance and found that satisfaction with work was correlated with performance of stimulated jobs only and he suggested that the main variables in determining these relationships were nature and use of feedback.\textsuperscript{278}

Inkson (1978) found that there was a significant moderate effect or correlation between performance and intrinsic job factors but no correlation between performance and extrinsic factors. This finding was similar to Wanous's (1974) studies.

Khaleque (1979) conducted a research on cigar industrial workers and suggested that there was a positive correlation between performance and job satisfaction.

Singh and Shrivastava (1983) found that need for achievement was an important variable for performance and job satisfaction. Satisfaction level was significantly higher among the high need for achievement group, than the low need for achievement group. The study clearly indicated that the relationship between job satisfaction and performance was positively significant. Performance was also higher among high need for achievement group than their counterparts. Cross-cultural difference between Indian and American workers was also found in respect of the effect or need for achievement on job performance and job satisfaction relationship.

Newstrom and Davis (1997) stated that satisfaction-performance relationship is more complex than the simple path of ‘satisfaction leads to performance’. A more accurate statement of the relationship is that high performance contributes to high job satisfaction.

Robbins (1999) stated that the early views on the satisfaction-performance relationship could be essentially summarised in the statement ‘a happy worker is a productive worker’. The satisfaction-performance correlations are stronger for higher-level employees.

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However, some recent studies also revealed that there was a significant positive correlation between job satisfaction and performance e.g.; Rahman and Islam, 1998; Rahman and Miah, 1998; Hoque and Rahman, 1999; Hossain, 1999; and Hossain, 2000.

**Stagner et al., (1952)** found a negative correlation ($r = -0.42$) between mean scores of job satisfaction and accident rate.

In another study **Fleishman et al., (1955)** also found a negative relationship between job satisfaction and accident.

**Vroom (1964)** reviewed only two studies, one of which showed substantial negative relationship and another showed no relationship between job satisfaction and absenteeism. On the basis of this review, he concluded that there was some indication of a negative relationship between job satisfaction and accident, but the number of existing studies about this relationship is too small to permit any firm conclusion.
Some recent studies also found a significant negative correlation between job satisfaction and accident e.g. Rahman and Islam, 1998\textsuperscript{292}, Hossain 1992\textsuperscript{293} and Hossain, 1995\textsuperscript{294}, Hossain and Rahman, 1995\textsuperscript{295} etc.

\textbf{Vroom (1964)} reviewed ten studies concerning the relationship between satisfaction and absenteeism, four studies of them supported the existence of a negative relationship between satisfaction and absenteeism, three studies did not support it, and three other studies indicated that satisfaction-absenteeism relationship was a function of a number of other moderator variables.\textsuperscript{296}

\textbf{Porter and Steers (1973)} conducted a comprehensive review and suggested that absenteeism and turnover should not be considered to be similar responses. They pointed out that absenteeism was much more "spontaneous", while quitting the job was a more carefully considered decision. They further indicated that under certain extreme conditions, absenteeism might function as a short-term substitute for quitting job.\textsuperscript{297}

\textbf{Lawler and Porter, (1963)} suggested that only voluntary absences could be affected by satisfaction.\textsuperscript{298}

\textbf{Nicholson et al. (1976)} critically reviewed 29 studies concerning job satisfaction-absenteeism relationship and found only weak correlation between job satisfaction and absenteeism. They concluded that "at best it seems that job satisfaction and absence from

\textsuperscript{293} Hossain, (1992), op. cit., 33.
\textsuperscript{294} Hossain, (1995), op. cit., 33-41.
\textsuperscript{296} Vroom, V. H., (1964), op. cit.
work is tenuously related." It was also observed that the strength of satisfaction-absence relationship deteriorated as they moved from group-based studies to individual-based studies. They found in their study (1977) that there was no relationship between job satisfaction and absenteeism.\textsuperscript{299}

Herman (1973) and Smith (1977) indicated that involuntary absences, which might be caused by situational constraints, like poor health, family responsibilities, transportation problem, accident etc.\textsuperscript{300}

Kivimaki et al. (1997) found that work characteristics played a major role in forthcoming sickness absences. The study showed that women were absent more often than men were. This difference was indicated both before and at the time of the economic decline. However, there was no statistically significant difference between men and women in terms of increases in medically certified or non-certified sickness absences during the decline. The study also indicated that the relationships between other psychosocial factors and absence were not moderated by gender. Low control increased the risk of absence 1.6 to 1.8 times (depending on adjustment) in comparison with high control; high job insecurity increased the risk of absence 1.3 to 1.4 times in comparison with low job insecurity; and two or more negative life events increased the risk of absence 1.2 times relative to situations without negative life events.\textsuperscript{301}

\textsuperscript{301} Kivimaki, Mika, and et al., (1997), Psychosocial Factors Predicting Employee Sickness Absence During Economic Decline, \textit{Journal of Applied Psychology}, (U.S.), 82, 6, 858.
Robbins (1999) indicated a consistent negative relationship between satisfaction and absenteeism, but the correlation is moderate-usually less than +0.40.302

Some recent studies also revealed that there was a significant negative correlation between job satisfaction and absenteeism e.g., Hossain (1992)303, Hossain (1995a)304, Hossain and Rahman (1995),305 Rahman and Islam (1998),306 Hoque and Rahman (1999),307 etc.

Brayfield and Crockett (1955) showed a negative relationship between turnover and job satisfaction.308

Vroom (1964) reviewed seven studies concerning the relationship between satisfaction and turnover, and all of them indicated a negative relationship (i.e., the higher a worker's satisfaction, the less likely he was to leave the job). He concluded, "There is a consistent negative relationship between job satisfaction and probability of resignation. The relationship appears when scores on job satisfaction are obtained from individuals and used to predict subsequent voluntary dropouts and when mean scores on job satisfaction for organizational units are correlated with turnover rates for these units."309

Porter and Steers (1973) reviewed on a large number of studies selected to factors affecting turnover and absenteeism. All the studies revealed an inverse relationship between the two i.e. job satisfaction and turnover.310

Mobley et al., (1978) found that dissatisfaction was not the only reason behind quitting the job, but it was one of the major causes of turnover. Job dissatisfaction instigates the turnover, but decision taken by the employees largely depends on the extent of better opportunity as compared to the present job.\textsuperscript{311}

Arnold and Feldman (1982) conducted a research on the determinants of job turnover and found that in addition to dissatisfaction over the work, workers who were young, had limited job tenure, lack of organizational commitment, and perceived job insecurity were found to search for alternative jobs.\textsuperscript{312}

Kalra (1981) conducted a research work on the various levels of managerial personnel who have recently changed their job and found that there were many reasons behind leaving the previous jobs such as lack of growth opportunity (56%), poor salary (51%), and lack of job satisfaction (45%) etc. Thus, it can be concluded that job satisfaction was negatively correlated with turnover.\textsuperscript{313}

Hulin et al., (1985) indicated that many factors such as labour market condition, expectations, alternative job opportunity, and length of job tenure with the organization were important considerations on the actual decision to leave one's present job.\textsuperscript{314}


Balaji (1988) suggested that there was a significant negative correlation between intention to quit the job and satisfaction with hygiene factors, but not significantly correlated with motivator's factors.  

Newstrom and Davis (1997) stated higher job satisfaction is associated with lower employee turnover. The more-satisfied employees are less likely to go through a progressive process in which they think about quitting, search for a new job and evaluate their alternatives, or announce their intention to quit.  

Robbins (1999) stated that satisfaction is also negatively related to turnover, but the correlation is stronger than absenteeism.  

Porter (1962) also reported that lower level employees were, in general, more dissatisfied than the higher level employees. He argued that the reasons for the higher satisfaction among the higher level employees than the lower level employees were that they enjoyed more opportunity to satisfy their ego needs, more status, higher pay, and self direction than those of the lower level employees. In addition, they also enjoyed more authority and responsibility as compared to the lower level employees.  

Pareek and Keshore (1981) examined the perceived importance of the need difference of two different level of Malaysian bank managers and compared them with a mixed group of Indian managers. They indicated that need perception did not vary with the Malaysian bank's departmental heads and Indian middle managers showed higher

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performance for motivators in comparison to the Malaysian top managers, middle manages, and management trainee. The study also indicated no difference between the perception of the Indian managers and Malaysian top managers.\(^\text{319}\)

**Hoque (1996)** conducted a comparative study on private and public sector textile workers of Bangladesh and found that average age, experience, and income of the workers were 33.10 years, 11.83 years, and TK.2433 respectively. The study revealed that majority of the respondents’ (51%) level of education was up to primary level. Among the respondents 92% were married and the rest were unmarried. The study also found that the highest deficiencies in need fulfilment of the respondents of private sector was in desire for job security. The areas of praise or reward, sympathetic supervision, opportunity for promotion, and open communication produced the 2\(^{\text{nd}}\), 3\(^{\text{rd}}\), 4\(^{\text{th}}\), and 6\(^{\text{th}}\) largest deficiencies in need fulfilment of private sector respondents’ respectively. The study further showed that the areas of learning new things, co-workers’ friendship, and freedom of work produced lower deficiencies in need fulfilment for workers of both the sectors.\(^\text{320}\)

**Hoque (1998)** conducted a study on public sector textile workers of Bangladesh and found that their average age, experience and income were 36.09 years, 14.51 years, and TK.2088 respectively. The study revealed that 97 % were married and their educational qualification varied from illiterate to secondary level. He found that perceived pay inequity was the highest negative contributor to work motivation of the workers in the public sector.\(^\text{321}\)

