



**JOB SATISFACTION AND ORGANIZATIONAL CULTURE OF EMPLOYEES IN
MYMENSINGH CITY, BANGLADESH**

Sabyasachi Chanda Antor, Asif Mahmud, Maksudul Hasan Robin and Onamika Rani Sarker

To cite the article: ***Sabyasachi Chanda Antor, Asif Mahmud, Maksudul Hasan Robin and Onamika Rani Sarker*** (2019). Job satisfaction and organizational culture of employees in mymensingh city, Bangladesh, *Asian Journal of Sustainable Business Research*, 1 (2): 78-85.

Link to this article:

<http://aiipub.com/journals/ajsbr-191016-031115/>

Article QR



Journal QR



JOB SATISFACTION AND ORGANIZATIONAL CULTURE OF EMPLOYEES IN MYMENSINGH CITY, BANGLADESH

Sabyasachi Chanda Antor¹, Asif Mahmud¹, Maksudul Hasan Robin¹, Onamika Rani Sarker²

¹Faculty of Agricultural Economics and Business Studies, Sylhet Agricultural University, Bangladesh.

²Bangladesh University of Health Sciences, Dhaka, Bangladesh

ARTICLE INFO

Article Type: Research

Received: 26, Oct. 2019.

Accepted: 30, Nov. 2019.

Published: 27, Dec. 2019.

Keywords:

*Job Satisfaction, Organizational
Culture, Mymensingh City*

ABSTRACT

The main focus of the study was to identify the factors influencing of the job satisfaction and organizational culture in both the public and private sector in Mymensingh City, Bangladesh. Data were collected from 80 respondents through face to face interview method by using nonprobability convenience sampling. Five point likert scale was used to collect responses and data were analysed by using descriptive statistics. Findings of the study demonstrated most of the respondent's experience between 5 to 10 years and 70% of total respondents were highly satisfied with most of the factors. But poor reward system, lacking proper supervision facilities, innovative approach in problem-solving and adequate paid leave were the dissatisfied factors for the employee. At the same time good communication facilities, working environment of the organization, retirement facilities and activities for employee's welfare perform satisfactory factors for employee's motivation.

INTRODUCTION

Job satisfaction is one of the most researched variables in the area of workplace psychology. Job satisfaction is the state of one's feelings or state of mind regarding the nature of their work (Shamima Tasnim, 2006). In organizational research according to Locke (1976), job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304). On the other side, Hulin and Judge (2003) have stated that job satisfaction includes multidimensional psychological responses from individual's job and that these personal responses have cognitive (evaluative), affective (or emotional), and behavioral materials. Job satisfaction can also be seen within the wider framework of the range of issues which affect an individual's experience of work, or their value of working life. The valuation of job satisfaction through employee unspecified surveys became commonplace in the 1930s. Although before that time there was the beginning of interest in employee attitudes, there were only a few studies published. Latham and Budworth said that Uhrbrock in 1934 was one of the first psychologists to use the newly developed attitude measurement techniques to judge factory worker attitudes. They also noted that in 1935 Hoppock had conducted a study that focused clearly on job satisfaction that is affected by both the nature of the job and relationships with associates as well as supervisors.

Still, now the tremendous volume of job-satisfaction research was conducted over the last 50 years but there are still many unanswered questions about the nature of job satisfaction. Many researchers

showed that the nature of job satisfaction can be understood in terms of its relationships with some key factors, such as general well-being, stress at work, control at work, organizational culture, home-work interface, and working conditions. The evaluating condition of job satisfaction not only arises from the job but also from some other factors like- work environment (both physical and social), relationship with supervisors & peers, corporate culture, managerial style. But most of case sexual harassment, childcare facilities and career development play also an important role for job dissatisfaction in case for women (Al Zabir *et al.*, 2018). Many studies have shown that job satisfaction has a direct impact on the performance of employees on various levels of occupation. It is connected to employee motivation and performance (Ostroff, 1992). For any company or enterprise, the job satisfaction of total workforce plays a significant role and with a group of satisfied worker institutions can effectively implement their plan. According to human behavior, people are more concerned to work in those companies and service organizations from where they can get enough mental satisfaction. A study has found that politics-free work environment is also significantly correlated to job satisfaction of employees (Pathik and Pestonjee 1997). The work situation is also a key term in job satisfaction and organization impact. Research studies for many years, organizations, and types of jobs show that when employees are asked to evaluate different sides of their job such as supervision, pay, promotion opportunities, associates, and so forth, the nature of the work itself generally appears to be the most vital job facet (Judge & Church, 2000; Jurgensen, 1978). In South Africa researchers found that there was a positive relationship between job satisfaction organizational culture (Castro et al, 2010).

Recently, Mymensingh was declared as 8th administrative division in Bangladesh. Because of administrative hub of 4 district the economic activities increasing day by day. But still job satisfaction and organizational culture wasn't revealed in that city. So, the study concentrated to determine some key factors of both public and private organizations that affect the job satisfaction and organizational culture in Mymensingh City, Bangladesh.

METHODOLOGY

Study area

The study was conducted in different public and private institutions in Mymensingh City, Bangladesh. Though as a divisional city in Mymensingh there are various types of public and private institutions on which a numerous number of people work. So, the total number of employees couldn't be determined so the study followed non probability convenience sampling procedure to collect data. Non-probability convenience sampling used to collect data. Though as a divisional city in Mymensingh there are various types of public and private institutions on which a numerous number of people work. So, the study was undertaken to determine the factors for their job satisfaction and organizational culture

Measurement Instruments

For the analysis of this research descriptive statistics were used. A total number of 80 respondents were selected by non-probability convenience sampling. A structured questionnaire was used by a data collector to collect data from respondents. A 5-point Likert scale was developed to create structured questionnaire. 8 questions were used to determine the factors affecting job satisfaction and 9 questions were used to determine the factor affecting organizational in Mymensingh City. The study has been done with the concept of Herzberg's Two-Factor theory of motivation which suggests that people's job satisfaction depends on two kinds of factors. Factors for satisfaction which called satisfier and factors for dissatisfaction which called dissatisfier (Hackman *et al.*, 1976).

RESULTS DISCUSSION

Demographic Characteristics

The social characteristics of jobholders are given in table-1. The characteristics are age, job experience and the table showed that about 18% of people are in the age range of 18-30 which is the lowest and the maximum 33% respondents are in the age between 40-49. The other group of aged people in the job sector are 23% with age 31-39 and up to age 50, there are 26% of people among the respondents.

On the other hand, At the experience side, there are three stages and about 44% of respondents reported that they had experience in job sector about 5-10 years and 29% respondents said that they had experienced less than 5 years. Lastly 22% of respondents said that they had up to 10 years job experience.

Table 1: Socio-demographic profile of the employees

Particulars	Frequency	Percentage
Age (Year)		
18-30	15	18
31-39	18	23
40-49	26	33
> 50	21	26
Experience		
Less than 5 years	23	29
5-10 years	35	44
More than 10	22	27
Education		
Class 8 to H.S.C.	13	16
Honors to Masters	59	74
Above Masters	8	10
Gender		
Male	47	59
Female	33	41
Types of Organization		
Public	32	40
Private	48	60
Income		
10,000-25,000 Tk	16	20
25,001-50,000 Tk	39	49
50,001-75,000 Tk	19	24
Above 75,000 Tk	6	7

The study found that maximum number of employees (74%) had Honors and Master's degree. Among the 80 respondents the study observed 47 male and 33 females on whose 60% employees belonging private organizations. In case of income, the half of the employees (49%) monthly income rely on 25001 to 50000 tk.

Factors Affecting Job Satisfaction

Job satisfaction or employee satisfaction is a measure of workers' contentedness with their job, whether or not they like the job or individual aspects or facets of jobs, such as the nature of work or supervision. The factors that affect job satisfaction were asked all the respondents with question basis and they gave their own opinion about each factor. The following tables are shown with the statements which were given by the respondents from different job sectors in Mymensingh city.

Table 2: Factors affecting job satisfaction (N=frequency)

Sl. No	Overall Factor	High Satisfaction		Medium Satisfaction		Low Satisfaction	
		N	%	N	%	N	%
1.	Good Communication with managers and employee	64	80	16	20	0	-
2.	Clearly defined job responsibility	64	80	16	20	0	-
3.	Comfortable work environment	64	80	12	15	4	5
4.	Valuation of participation	48	60	28	35	4	5
5.	Job security	76	95	4	5	0	-
6.	Morality of the department	68	85	12	15	0	-
7.	Supervision facilities	32	40	48	60	0	-
8.	Adequate paid leave	32	40	28	35	20	25
Average percentage of responses to all variables		70		25.62		4.37	

From the table-2 it is seen that about an average of 70% of respondents are highly satisfied in their job sector and 25.625% of respondents are mediumly satisfied. Finally, 4.375% respondents are lowly satisfied. Out of all factors 80% of the respondents agreed that good communication with managers and employee, clearly defined job responsibility, comfortable work environment are the most affecting factors of employee job satisfaction in the organization. Among the respondents 95% highly satisfaction review came positive about their job security. An average 56.25% of respondents implied to be highly satisfied with factors like valuation of participation, morality of the department, supervision facilities, adequately paid leave in the job sectors. About factor-like Supervision facilities, 60% job holders are mediumly satisfied at their job area and an average 20.71% people had said that their satisfaction level was medium with other seven factors affecting the job satisfaction. The overall discussion settled as the utmost number of respondents are highly satisfied with given factors in their job sectors though about maximum 25% people concluded that they are lowly satisfied with factor such as adequate paid leave in the job sectors.

Factors Affecting Organizational Culture

Besides factors that affect job satisfaction, there are also some of the factors that affect the organizational culture and every individual respondent were asked to give opinions about the factors affecting organization culture. The overall results were drawn from those opinions of the respondents. From the table-3, it has been shown that from all respondent's statements it is cleared that an average 53.33% of people are highly satisfied with factors related to organizational culture in job satisfaction. About 35.56% and 11.11% of respondents are accompanied by medium and low satisfaction. While reporting of high satisfaction statement 80% of respondents agreed that factors like organizational decision for employee and society's welfare, proud to belong this organization are most affecting factors to organization culture.

Table 3: Factors Affecting Organizational Culture (N=frequency)

No.	Overall Factors	High		Medium		Low	
		Satisfaction		Satisfaction		Satisfaction	
		N	%	N	%	N	%
1	Organizational structure and policies	48	60	32	40	0	-
2	Reward for Job performance	16	20	36	45	28	35
3	Organizational decision for employee and society's welfare	64	80	16	20	0	-
4	Innovative approach in solving problem	8	10	52	65	20	25
5	Proud to belong this organization	64	80	16	20	0	-
6	Short- and long-term facilities	60	75	20	25	0	-
7	Safeguard at risky situation	20	25	44	55	16	20
8	Valuation of trusty and friendly relation	32	40	32	40	16	20
9	Retirement facilities	72	90	8	10	0	-
Average percentage of responses to all variables		53.33		35.56		11.11	

Another factor like retirement facilities, 90% of jobholders are highly satisfied with that. About 38.33% average of respondents are highly satisfied with six other factors in organization culture affecting job satisfaction. On the other hand an average 45% of respondents reported that they are mediumly satisfied with factors such as organizational structure and policies, reward for job performance, safeguard at risky situation, valuation of trusty and friendly relation in job facilities and 65% of jobholders testified to have medium satisfaction with innovative approach in solving problem in the job sector. About 20% of people in the organization are lowly satisfied in factors like valuation of trusty and friendly relation, safeguard at risky situation and 5% of people are lowly satisfied because of not getting reward for job performance in the job sector.

CONCLUSION

The productivity of the employee now become a great issue in the modern world but in most cases the productivity of them depends on job satisfaction and organizational culture. It helps the employees to self-motivation and productive worker. But there some issues that play a vital role in their dissatisfaction such as poor supervision facilities, enough paid leave, poor reward system for employee's performance. More concentration should be given in those factors to ensure maximum productivity of the employee. At last the summary of the study represented that most of the respondents are satisfied with their job. But proper emphasis is badly needed to improve both job satisfaction and organizational culture among the employees which make their job more stunning and increase their participation in work activities.

ACKNOWLEDGEMENT

The authors are very much thankful to Abdullah Al Zabir, Anika Tasnim and Abdullah Al Hasan for their support and cooperation.

REFERENCES

1. Ahsan, N., Abdullah, Z., Fie, D. Y. G., & Alam, S. S. (2009). A study of job stress on job satisfaction among university staff in Malaysia: Empirical study. *European journal of social sciences*, 8(1), 121-131.
2. Al Zabir, A., Nur Mozahid, M., Shojib Bhuiyan, M., Akter Lima, R., & Tasnim, A. (2018). Factors Influencing Job Satisfaction of Women Employees in Public and Private Sectors in

- Sylhet City, Bangladesh. *Asian Journal of Education and Social Studies*, 2(1), 1-6.
<https://doi.org/10.9734/AJESS/2018/41270>
3. Bano, Bushara & Kumar, Rajiv. (2012). Organizational Role Stress Among Public and Private Sector Employees: A Comparative Study. *Lahore Journal of Business*. 1. 23-36.
 4. Brewer, E., & McMaha-Landers, J. (2003). The Relationship Between Job Stress and Job Satisfaction of Industrial and Technical Teacher Educators. *Journal of Career and Technical Education*, 20(1).
 5. Castro, M. L., & Martins, N. (2010). The relationship between organisational culture and employee satisfaction in a South African information and technology organization. *SA Journal of industrial psychology*, 36(1), 1-9.
 6. Elnaga, A., & Imran, A. (2013). The Effect of Training on Employee Performance . *European Journal of Business and Management*.5(4)
 7. Gabriele, G., Giulio, A., Milda, P., Chiara, L., Antonio, A. M., Javier, F. P., & Nicola, M. (2017). Work-Related Stress in the Banking Sector: A Review of Incidence, Correlated Factors, and Major Consequences.
 8. Gaffar Khan, A., Huq, U., Moudud, S., & Islam, N. (2019). Job Satisfaction of Garments Industry in a Developing Country. *Management Studies and Economic Systems*, 4(2), 115-122.
 9. Hackman, J. Richard; Oldham, Greg R. (August 1976). "Motivation Through the Design of Work: Test of a Theory". *Organizational Behavior and Human Performance*. 16 (2): 250–279.
 10. Haque, A. (2018). Mapping the relationship among strategic HRM, intent to quit and job satisfaction: a psychological perspective applied to Bangladeshi employees. *International Journal of Business and Applied Social Science (IJBASS)*, 4(4).
 11. Hoppock, R. (1935). *Job satisfaction*. Oxford, England: Harper.
 12. Hossen, S. M., Hossain, M. T., Rana, M. M., & Ismail, M. T. (2019). Employees' Satisfaction of Government Organization in Tangail City, Bangladesh. *International Business Research*, 12(2), 15-20.
 13. Hulin, C. L., & Judge, T. A. (2003). Job attitudes. In W. C. Borman, D. R. ligen, & R. J. Klimoski (Eds.), *Handbook of psychology: Industrial and organizational psychology* (pp. 255-276). Hoboken, NJ: Wiley.
 14. Islam, M.M., Islam, M.J., Pervez, A.K.M.K., Nabi, M.N. Green HRM and green business: a proposed model for organizational sustainability, *Environmental Management and Sustainable Development*, 2019, 8(3), 1-12.
 15. Judge, T. A., & Church, A. H. (2000). Job satisfaction: Research and practice. In C. L. Cooper & E. A. Locke (Eds.), *Industrial and organizational psychology: Linking theory with practice* (pp. 166–198). Oxford, UK: Blackwell.
 16. Kabir, A. J. (2018). Factors Influencing the Employee Job Satisfaction and Organizational Commitment: A Study of Selected Commercial Banks in Bangladesh. *Asian Business Review*, 8(3), 14-104.
 17. Kornhauser, A. W. (1930). "Industrial psychology in England, Germany and the United States". *Personnel Journal*. 8: 421–434.
 18. Latham, G. P., & Budworth, M. H. (2007). The study of work motivation in the 20th century. In L. L. Koppes (Ed.) *Historical perspectives in industrial and organizational psychology* (pp. 353-381). Mahwah, NJ: Lawrence Erlbaum.

19. Locke, E.A. (1976). The nature and causes of job satisfaction. In M.D. Dunnette (Ed.), Handbook of industrial and organizational psychology (pp.1297-1349). Chicago: Rand McNally.
20. Lu, H., Barriball, K. L., Zhang, X. & While, A.E.. 'Job satisfaction among hospital nurses revisited: A systematic review', International Journal of Nursing Studies, 49, 2012, pp. 10-17.
21. Mowla, M. M. (2019). Measuring the Factors Affecting Employees Job Satisfaction in Readymade Garments Industry: Bangladesh Perspective. *IJAME*, 17-23.
22. Ostroff, C. (1992).The relationship between satisfaction, attitudes, and performance: An organizational level analysis. *Journal of Applied Psychology*, 77: 963-974.
23. Pathik,R.D. and Pestonjee,D. D. (1997). Organizational Politics Orientation as Related to Job Satisfaction, Job Involvement and Job Anxiety among Research and Development Personnel. *South Asian Journal of Management*, pp.39-44.
24. Rana, M. M., Islam, M. R., & Ali, M. J. (2018). Job Satisfaction among Female Teachers in Rangpur, Bangladesh. *Global Journal of Management And Business Research*.
25. Raziq, Abdul & maula-bakhsh, Raheela. (2014). The Impact of Working Environment on Job Satisfaction. *Procedia Economics and Finance*. 23. 10.1016/S2212-5671(15)00524-9.
26. Shamima Tasnim, (Spring 2006).Job Satisfaction among Female Teachers: A study on primary schools in Bangladesh. M.Phil. The University of Bergen, Bergen, Norway.
27. Spector, P.E. (1997). *Job satisfaction: Application, assessment, causes and consequences*. Thousand Oaks, CA: SAGE.
28. Tomaževič, N.; Seljak, J.; Aristovnik, A. (2014). "Factors Influencing Employee Satisfaction in the Police Service: The Case of Slovenia". *Personnel Review*. 43 (2): 209–227. [doi:10.1108/pr-10-2012-0176](https://doi.org/10.1108/pr-10-2012-0176).
29. Uhrbrock, R. S. (1934). "Attitudes of 4430 employees". *The Journal of Social Psychology*. 5 (3): 365–377. [doi:10.1080/00224545.1934.9921604](https://doi.org/10.1080/00224545.1934.9921604).



This work is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/).