



Factors Influencing Job Satisfaction of Women Employees in Public and Private Sectors in Sylhet City, Bangladesh

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Authors' contributions

The work was carried out in collaboration between all authors. Authors AAZ and MNM designed the study, performed the statistical analysis, wrote the protocol and first draft of the manuscript. Authors MSB, RAL and AT managed the analysis of the study and the literature searches. All authors read and approved the final manuscript.

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ABSTRACT

This study strives to figure out the variables that influence job satisfaction of women employees of different public and private institutions of Sylhet city, Bangladesh. Primary data from 60 women were collected through face to face interview. Results showed that most of the women employees were in the age bracket 27-37 and 38-47. Majority of employees had an experience with 5-10 years. The findings capitulated that most of the employees were dissatisfied with sexual harassment, child care facilities, the opportunity for career development and transportation facilities. They were gratified with their job satisfaction facets such as maternity leave, equally distributed workload, emergency leave, pay and benefits, excellent communication with coworkers and good relationship with immediate supervisor. Among the thirteen factors, only seven factors highly satisfied them to perform their work and three factors were detrimental to doing well.

Keywords: Job satisfaction; women employees; public and private organization; Bangladesh.

1. INTRODUCTION

Satisfaction is the fulfillment of conditions or desires as defined by Thorndike and Barnhart (1979) where job satisfaction is the affective alignments on the part of individuals toward work roles which they are presently occupying [1]. Job satisfaction is a function of some variables as one feature of someone's profession may be satisfied him but may not satisfy other [2]. The job satisfying variables are work substances, gender, educational level, workplace environment, location, colleagues, income, timing of work, payment and benefits, promotions, rewards, relations with supervisor etc. [3,4,5,6]. There are at least seven different ways in which the satisfaction performance relationship has been specified and these show how and what factors are related to job performance [7]. There is a significant relationship between job satisfaction and job performance [8]. Bangladesh is a country inhabited by 160 million people where about 50% of them are female. But only a very small portion (13 lakh of the total female labor force) are engaged in the formal sector [9]. Though their contribution is not significantly counting but in near future women will contribute a lot to the total economy. Currently, in Bangladesh, about 3.57 million of women are directly working in readymade garments (RMG) industry which is the largest formal employment sector for women [10]. But satisfactory working environment still not ensured. Along with RMG sector, most of the public and private institutions don't have concern for the betterment of women job satisfaction. In Bangladesh, there are very few works which identify the factors that considerably affect women job satisfaction [11,12,13]. Therefore, the current study is aimed to assess the level of women job satisfaction among employees working in different public and private organization in Sylhet city, Bangladesh.

1.1 Literature Review

Job satisfaction is a very crucial and important part for the satisfaction of a whole life of an employee as it impacts employee health, attendance, and productivity [14,15]. Rue and Byershave stated that, there are five components which made up job satisfaction and that are the attitude towards colleagues, working conditions, financial benefits, attitudes towards supervision and attitude toward the company [16]. Mullins

asserted, the meaning of job satisfaction can differ from person to person, and it is a complex multi-dimensional concept [17]. There are many studies which showed that motivating factors are interrelated with the level of job satisfaction. McGregor claimed that extrinsic or hygiene has less correlation with job satisfaction compared to intrinsic or motivators [18]. Contrariwise Simons and Enz showed the opposite relation between extrinsic factors and job satisfaction [19]. It is supposed that there has a significant difference in the satisfaction level of job between male and female workers [20]. In case of women, the job satisfying factors are work conditions, wage, job security, flexible work, managerial rank, monthly salary, the size of the Organization, motivators, and stress [21-23]. Organizational productivity can be increased with a satisfied workforce through reducing absenteeism, few incidences of devastating behavior and lowering the medical cost [24].

Many types of research have been conducted over job satisfaction over the world as well as Bangladesh. But few types of research have been done in Bangladesh over job satisfaction of women employees. Therefore, the objective of this study is to examine the factors influencing job satisfaction of women employees in Bangladesh. This study will be full for further survey of researchers, academicians, government and private agencies and policymakers.

2. METHODS AND MATERIALS

2.1 Study Area

The study was conducted in different public and private institution in Sylhet city, Bangladesh. Institutions were selected through non probability convenience sampling technique. The trend of participation of women in different job sector is not noticeable in Sylhet due to religious barriers that's why current study was undertaken for limiting the scope to this sector in Sylhet city.

2.2 Study Design and Data Collection Procedure

Descriptive statistics were used for data analysis. In this study, the various factors influencing employees' job satisfaction among the women employees working in different public and private institutions were analyzed. A total of 60

respondents were targeted by non-probability convenience sampling technique as some women employee in public and private institutions was inadequate. A structured questionnaire has used by the researchers to collect primary data from respondents. A Likert Scale containing 13 questions on job satisfaction was constructed. The study has done by Herzberg's Two-Factor theory of motivation.

3. RESULTS DISCUSSION

3.1 Demographic Characteristics

The social characteristics of the respondents are shown in Table 1. Table 1 showed that 11.67% of the employee belongs to the age range 18-27 years. Among the total age group, the dominated age group was 38-47 and 28-37 year which belongs to 38.33% and 33.33% respectively while 16.67% of the employee belongs to more than 47-year.

In case of experience, 25% of the respondent said that they had experience over ten years. 45% of the respondent had experience between 5-10 years where 30% percent had experienced less than five years.

3.2 Factors Affecting Job Satisfaction and Organizational Culture

Job satisfaction is a precise significant characteristic dignified by organizations commonly using mark scale. Most of the employees were agree to the statements provided in the questionnaire. Hence, a positive attitude was observed from most of the respondent when questioned about the job satisfaction. From the presentation in the Table 2, it is evident that 43.72% respondents have strongly inclined that they are very much

satisfied. On the contrary, about quarter of the respondents have said that they are somewhat satisfied with these factors and 30.26% respondents have opined that they are not satisfied.

Among the variables, more than 60% of total respondents have said that emergency leave, maternity leave, equally distributed workload, pay and benefits, excellent communication with coworkers and supervising and good relationship with immediate supervisor are the most critical factors of employee job satisfaction in the organization. About two-third (61.67%) of the respondents expressed very high appreciation with the pay and benefits which they are getting from their job, where only 13.33% respondents are not satisfied with their pay and benefits. In term of pay and promotions, 51.67% of the respondents were very much satisfied whereas 21.67% respondents have an opinion that they were not satisfied with the provision of their promotional opportunities. 60% respondents have said that the system of supervising and good relationship with an immediate supervisor was very satisfactory and only 16.67% respondents have said that they are not satisfied with the system of the relationship. It is clear from the table that 48.33% of the respondent said that they faced sexual harassment where only 20% has no claim on it. Most of the respondents (71.67%) were not satisfied with the child care facilities they received from the organization as most of the organization didn't offer such facilities. About half (53.33%) of the respondents were not satisfied with the transportation facilities of their organization, and 21.67% was satisfied with this. Therefore, it can be said that among the variables, these are the most crucial and they have shown a various degree of satisfaction which has important implications for women employers of different

Table 1. Age and experience of respondents

Particulars	Frequency	Percentage(%)
Age		
18-27	7	11.67
28-37	20	33.33
38-47	23	38.33
> 47	10	16.67
Experience		
< 5 years	18	30.00
5-10 years	27	45.00
> 10 years	15	25.00

Source: Field survey, 2017.

Table 2. Perception of an employee in private and public institutions about job satisfaction

Sl. no	Statements	Level of satisfaction					
		Very much satisfied		Somewhat satisfied		Not satisfied	
		No.	%	No.	%	No.	%
I.	Good working environment	16	26.67	25	41.67	19	31.67
II.	Interesting work provision	19	31.67	24	40.00	17	28.33
III.	Sexual harassment(any level)	12	20.00	19	31.67	29	48.33
IV	Child care facilities	7	11.67	10	16.67	43	71.67
V	Maternity leave	41	68.33	12	20.00	7	11.67
VI	Opportunities for career development & training	14	23.33	17	28.33	29	48.33
VII	Equally distributed workload	39	65.00	12	20.00	9	15.00
VIII	Pay and benefits	37	61.67	15	25.00	8	13.33
IX	Promotional opportunities	31	51.67	16	26.67	13	21.67
X.	Emergency leave	37	61.67	14	23.33	9	15.00
XI.	Excellent communication with coworkers	39	65.00	10	16.67	11	18.33
XII.	Supervising and good relationship with immediate supervisor	36	60.00	14	23.33	10	16.67
XIII.	Transportation facilities	13	21.67	15	25.00	32	53.33
	Average percentage of responses to all variables		43.72		26.03		30.26

Source: Field Survey, 2017

private and public organizations for further thinking. The overall result of this study has been shown in the last column of the Table 2 as the average percentage of responses to all variables. Here the result is reflecting the real picture of contributing factors which keep the women employees satisfied in the organization.

4. LIMITATIONS OF THE STUDY

If the study would concentrate on all organizations in the study area for selecting sample size through probability sampling technique, the result of the study might be different. However, this study has focused on only the identification and examination of different factors that affect on employees. There might be a probable bias among the data as non-probability sampling technique has been used. No cause and effect relationship has been examined among the studied variables in this study.

5. CONCLUSION AND RECOMMENDATION

Employee productivity is very crucial for the growth and development of the organization. To enhance organizational productivity, the

employee attitude has to be understood, and it needs to motivate the employees in better ways. Some issues disturb their capability to complete their responsibilities. Major concerns were related to sexual harassment, child care facilities and transportation facilities were identified as factors leading to dissatisfaction. So, these factors need to take in consideration soon to ensure maximum productivity from women employee. In summary, respondents were satisfied with some factors such as equal distributed workload, emergency leave, relation with supervisor and co-workers. Both private and public organizations must provide emphasis on aspects leading to well job satisfaction among their women staffs if they are thoughtful of increasing and attractive their respected corporation.

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COMPETING INTERESTS

Authors have declared that no competing interests exist.

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